

Success Factors of Participatory Processes in Urban Development

Marianne Steiner

(DI Marianne Steiner, MA, Vienna City Administration, Chief Executive Office – Executive Office for the Co-ordination of Climate Protection Measures/MD-KLI, Wipplingerstrasse 24-26, 1010 Vienna, marianne.steiner@wien.gv.at)

1 ABSTRACT

More than half of the world's population now lives in urban areas. In 2050, it will be even two thirds. Global problems such as climate change and scarcity of resources constitute new challenges especially for cities.

The City of Vienna is meeting these challenges with the Smart City Wien Framework Strategy (SCWR) – a long-term umbrella strategy for the period up to 2050 with objectives regarding three dimensions: resources – quality of life – innovation.

The City of Vienna considers participation crucial for implementing the SCWR. The requirements for this are still very general and need to be put into concrete terms. The realisation of participation within the SCWR is closely linked to the development and implementation of relevant programmes and projects of urban planning.

This paper addresses the question of what the key success factors are in drawing up participatory processes within the context of these programmes and projects.

The methodological approach was to combine available results of research and data analyses with analyses of case studies. The method of evaluation chosen is a summary analysis of the criteria deduced.

The major findings of this thesis are the following: in order to achieve high-quality municipal programmes and projects, essential success factors need to be considered:

- division of the process into separate phases
- paying special attention to the initial phase
- involvement of relevant stakeholders
- openness to ideas
- simultaneity of product and process
- attractiveness of process design
- external communication
- conducive attitude and values.

High-quality participatory processes entail particular benefits for the implementation of the SCWR. For instance, they can help to activate the innovation potential more efficiently and contribute to getting closer to the citizens.

2 PROBLEM AT HAND

According to information provided by the United Nations, the world's population is increasingly concentrated in urban areas. For 2050, forecasts predict that around 70% of the global population will live in cities (UN Habitat, 2012, p. 25).

At the moment, already more than half of humankind lives in urban spaces; according to estimates, this population consumes between 60% and 80% of the energy volume produced worldwide and causes 75% of all greenhouse gas emissions. As a result, concepts to resolve many global problems such as climate change or resource scarcity are focusing on compact urban agglomerations. A key challenge lies in preserving the future liveability of these areas with high population density and to design them as economically, ecologically and socially attractive spaces.

The Smart City Wien Framework Strategy (SCWR) is Vienna's answer to a number of topical global challenges and defines the city's policies for the coming decades. In 2011, an ongoing process was initiated by Mayor Michael Häupl and ultimately resulted in the Smart City Wien Framework Strategy, which was adopted by the Vienna City Council on 25 June 2014. The Smart City Wien Framework Strategy is a long-term umbrella strategy that extends until 2050. It is implemented on the basis of phased, concrete objectives

subject to continuous checks and controls (City of Vienna, 2014 b). Specifically, the individual objectives are to be attained by implementing a great number of subordinate, mutually co-ordinated thematic concepts and masterplans, but also by means of practical project clusters as well as individual projects (e.g. at the local level).

The core element of the SCWR initiative is a long-term stakeholder process in whose context all groups concerned – both inside and outside the Vienna City Administration – formed general-interest as well as specialised-thematic advisory groups.

The six thematic areas of this platform were: demographic development, environment, administration, economy, energy and mobility. Special stakeholder forums allowed for the exchange of ideas regarding successes, current developments and future challenges, thereby providing input for further project developments and participation activities. This mainly involves potential links between theoretical and practical projects and their shared characteristics as Smart City projects.

According to the mission statement of the SCWR, integrative urban development is to be fostered by continuing the participatory process conducted so far and intensifying the codetermination possibilities of citizens.

The general statements of the Framework Strategy need to be concretised in greater detail:

- what should the future, broad-based implementation process be like?
- what form can the codetermination of, as well as active contributions to, urban development take?
- and above all: how can participation in the formulation of future thematic concepts, masterplans or projects be realised?

Successful implementation is important primarily for social, economic and political reasons. Against the backdrop of the expected dynamic population development, growing innovation pressure and increasingly scarce resources, the Austrian capital is confronted with specific questions: how can Vienna tap the opportunities inherent in growth dynamics and change? How does it position itself as an innovation hub?

Moreover, the City of Vienna is committed to the EU climate goals for 2030 and 2050 and wants to play a leading role in their implementation. With the SCWR, Vienna aims to defend and further strengthen its top position regarding energy and climate protection – combined with a smoothly functioning economic and social basis – in the European context.

3 THE SMART CITY WIEN FRAMEWORK STRATEGY

3.1 Key elements

From the perspective of the City of Vienna, the SCWR is a meta strategy defining the policies pursued by the Austrian capital in the coming decades against the backdrop of current challenges such as population growth and economic dynamics.

This means that the objectives are long-term and provide for maximum leeway and flexibility to foster their attainment. They should be understood as closely interwoven with the targets of various thematic strategies of the City of Vienna. The Framework Strategy does not replace the targets of these thematic strategies but is to act as a superordinate thematic framework. In this way, it offers an orientative structure for subordinate thematic strategies in such areas as climate protection, urban planning, mobility, etc. (City of Vienna, 2014 a, p. 30 f).

In the interplay of the three dimensions – resources, quality of life and innovation –, the SCWR specifies the following premises:

- radical resource conservation
- development and productive use of innovations/new technologies
- high, socially balanced quality of life

3.2 The SCWR implementation process

The implementation of the Framework Strategy embodies particular challenges for the City of Vienna, since many of the cross-cutting objectives call for overarching and networked management of the issues at hand.

In this, the Smart City approach is characterised by two principal implementation levels:

- (1) the political level with special emphasis on the setting of political priorities and policy design.
- (2) the operative level with special emphasis on the handling of tasks across individual organisational units.

One of the most important tasks of the SCWR lies in providing additional impulses for a variety of thematic strategies, programmes or projects. It creates the basis and framework for these downstream initiatives. Due to the special importance of the Framework Strategy at the political level, operative initiatives are given additional momentum to foster the attainment of their respective sectoral targets. Conversely, activities and projects at the operative level contribute to attaining the strategic objectives of the SCWR.

3.3 Participation from the perspective of the SCWR

It is the declared goal of the SCWR to involve a greater number of persons in the development of their city. This is to be achieved by means of a broad-based communication strategy and intensive exchange with the population as well as other partners (City of Vienna, 2015, p. 125).

What concept of a “participatory approach” is thus sketched in the Smart City Wien Framework Strategy?

With regard to participation, the SCWR provides that ...

- codetermination and active contributions shape the development of the city. This means creating space for locally fine-tuned solutions and self-initiatives (City of Vienna, 2014 a, p. 15).
- the necessary processes of change should enjoy wide support (ibid.).
- citizens can participate and share actively and in myriad ways in the further development of the city (ibid., p. 19).
- codetermination and modern management work together both in direct interpersonal contact and via the Internet (ibid., p. 89).

So far, a number of participatory processes were launched within the scope of the Smart City Wien initiative. Current best practices include:

CLUE – Climate Neutral Urban Districts in Europe: further information at <http://www.clue-project.eu/>

Digital Agenda Vienna: further information at <https://www.digitaleagenda.wien/de>

4 BEST PRACTICES: ANALYSIS OF PARTICIPATORY PROCESSES

The following section presents and analyses best practices of urban and neighbourhood development.

The case studies selected comprise

- efforts or approaches embodying particularly innovative participatory processes, and
- particular references to the specific challenges of the SCWR, since they address the three dimensions of resources, innovation and quality of life.

The projects HafenCity Hamburg (D) and Zurich-West (CH) are examined as European case studies while the Viennese case studies analysed include the projects Vienna-Liesing Mitte and Kabelwerk Vienna-Meidling.

4.1 HafenCity Hamburg

HafenCity Hamburg is situated centrally in the immediate environs of the historic city core. Covering an area of 157 hectares, it is one of the biggest urban development sites in Europe and emerged as a result of changes in Hamburg’s port industry and port logistics as well as due to the re-orientation of urban development towards the city centre and the waterfront (Walter, 2009).

HafenCity Hamburg – summary of special qualities:

- involvement of a great number of experts and planners

- numerous architectural and urban design competitions
- highly flexible and updatable development process
- comprehensive PR work and marketing

Citizen involvement was limited to the informative format of a “citizens’ dialogue”.

4.2 Zurich-West

Zurich-West is one of the big development areas of the City of Zurich and an example of how urban development structures can be re-organised in the existing built context. Due to economic restructuring, a former industrial area became a brownfield site that had to be converted and put to new forms of use.

A defining trait of this project was the model of a “co-operative planning procedure”, which transformed the ongoing dialogue with all stakeholders into a methodological element.

Zurich-West – summary of special qualities:

- the organisation of the co-operative procedure is viewed as a “municipal service” by the city administration
- involvement of land owners, experts, planning teams and authorities
- open and public discussions
- test designs, pilot projects
- open “game rules”
- planning is understood as a dynamic process

As a result of prevailing individual interests, the involvement of land owners did not prove successful during certain phases.

4.3 Vienna-Liesing Mitte

As a dynamic municipal district of Vienna, Liesing is composed of highly diverse urban structures. Small-scale village-type structures and zones with single-family homes (Atzgersdorf) exist alongside large-scale industrial areas (Liesing industrial zone) and extensive agricultural spaces (In der Wiesen).

Each of these urban structures entails different challenges for urban planners. Problems at hand e.g. include urban renewal tasks in an existing, already built context, the conversion of areas to different forms of use, the involvement of the surrounding neighbourhood or the improvement of frame conditions for existing local enterprises.

Vienna-Liesing Mitte – summary of special qualities:

- planning with process character
- comprehensive involvement of both general and professional public
- working “on the ground”
- diverse and varied participation formats
- opportunities for open discussions
- process is understood as a dynamic process
- process is understood as a learning process (“laboratory situation”)

4.4 Kabelwerk Vienna-Meidling

The co-operative planning process for the Kabelwerk Vienna-Meidling urban development project was in many ways exemplary and constituted a milestone of a new planning culture (Tschirk, 2012).

Kabelwerk Vienna-Meidling is situated in the 12th municipal district of Vienna close to the “Kabelwerk” U6 Underground station. For a century, it housed one of the world’s biggest cable factories (hence the name). After production was shut down in 1997, temporary intermediate use for cultural events was followed by the construction of a new urban quarter (City of Vienna, 2004).

Kabelwerk Vienna-Meidling – summary of special qualities:

- planning with process character
- early involvement of all stakeholder groups
- open and communicative character
- location marketing, image cultivation
- “chaos as strategy”
- leeway left for decisions to be taken at a later date
- use for temporary cultural events
- flexibility and enthusiasm of persons involved

4.5 Summary of “special qualities”

The table below lists the elements and aspects identified in the analysis of the four case studies and arranges them in thematic groups.

This grouping reflects the “criteria and principles of process design” as formulated by Werner Tschirk (Tschirk, 2012, p. 221 f). The criteria identified embody special qualities that characterise the participatory processes examined.

Table 1 presents an overview of the elements identified in the analysis of the case studies and allocates them to the thematically structured criteria.

Criterion	HafenCity Hamburg	Zurich-West	Vienna-Liesing Mitte	Kabelwerk Meidling	Vienna-
Division of process into separate phases			Planning with process character; several planning phases	Planning with process character; several planning phases	
Involvement of relevant stakeholders	Involvement of a great number of experts and planners	Involvement of land owners, experts, planning teams and authorities	Comprehensive involvement of both general and professional public	Early involvement of all stakeholder groups	
Openness to ideas	Numerous architectural and urban design competitions	Test designs, open “game rules”; open and public discussions	Diverse and varied participation formats; opportunities for open discussions	Leeway left for decisions to be taken at a later date; open and communicative character; “chaos as strategy”	
Simultaneity of product and process	Highly flexible and updatable development process; high adaptability	Planning understood as dynamic process	Planning understood as dynamic process; process understood as learning process (“laboratory situation”)	Planning understood as evolutionary, flexible process	
Attractiveness of process design			Working “on the ground”	Use of temporary cultural events	
External communication	PR work; marketing			Location marketing; image cultivation	
Conducive attitude and values		Organisation of co-operative procedure viewed as “municipal service” by city administration		Flexibility and enthusiasm of persons involved	

Table 1: Summary of “special qualities” derived from the best practice analyses and allocation by criteria.

5 RESULTS

5.1 Success factors of participatory processes

Based on the findings from the case studies analysed and the criteria deduced, the following key success factors can be generated to answer the question “What are the success factors for the design of participatory processes to accompany the development and implementation of municipal programmes and projects?”:

- division of the process into separate phases
- paying special attention to the initial phase
- involvement of relevant stakeholders

- openness to ideas
- simultaneity of product and process
- attractiveness of process design
- external communication
- conducive attitude and values

These success factors mainly aim at the design of process sequences and harbour the potential of generating particular quality to enhance the design of participatory processes.

Due to the methodology employed, the above list of success factors obviously cannot lay any claims to exhaustiveness or completeness.

5.1.1 Why divide the process into separate phases?

According to the Commission for Architecture and the Built Environment, structuring processes into manageable phases offers the possibility of reducing complexity, of setting focuses and, as a result, of acting in a more structured and target-oriented manner (CABE, 2008).

Consequently, subdividing phases into development stages seems useful, as this allows for splitting up the participatory process while setting different focuses. In this, important process sequences and milestones must be made transparent for all parties involved.

Defining “milestones” or “fixed points“ between the stages that make up the individual phases moreover engenders the possibility of instituting quality checks and efficient control.

For this purpose, the interim results of the respective milestones should be fed back to juxtapose them with the general objectives as part of an iterative loop; where appropriate, necessary adjustments should be introduced. These reflections foster further development and improve overall process quality (“lessons learned”).

The quality of the process thus determines the quality of the results.

5.1.2 Why pay special attention to the initial phase?

Mistakes have particularly grave and detrimental effects during the initial phase. For this reason, special attention must be paid to the initial phase (Maurer, 2010).

At the outset, it is important to discuss fundamental objectives and values and to delimit a scope for decisions as well as the fixed points of the participatory process (process design). In the long term, this initially greater effort is more than offset by more robust decisions and related optimised resource use.

Citizen participation should begin at a very early date in order to ensure that the planning process will be as open-ended as possible. It is easiest to stimulate interest among the population if participatory processes are launched as soon as feasible (Vetter, Klages, & Ulmer, 2013).

The more a project progresses, the more the citizens’ power to influence it as well as their scope of action will decrease. Thus it should be the aim of all efforts to generate an interested general public with a common understanding of the problems at hand right from the outset (“concerted action”).

For example, facilitation is one tried and tested method to engender such a common understanding of the problems at hand. According to the “PIMEV© principle”, this safeguards possibilities of codetermination and active contribution.

5.1.3 Why involve relevant stakeholders?

The involvement of stakeholders must be preceded by the important question of whether and to what degree they are relevant for the specific project. For this purpose, it is essential to identify those groups that are affected by, or might have an interest in, the respective plans. Target group analysis can help to differentiate the various stakeholder groups and to plan specifically designed activities on this basis.

When selecting the circle of persons to be involved, what counts is less the number of participants than the requirement that the interests of all groups concerned be represented and correspondingly taken aboard. Frequently used selection methods e.g. include self-selection, the selection of representatives or random

selection. Compared to the other methods, random selection in general embodies a qualitative leap, as this format makes for a more heterogeneous composition of the group and improved coverage of a highly diverse population.

Normally, citizens or citizen groups engage in participatory processes in keeping with the clout of their resources and the ability to articulate their interests. As a result, some groups will act more self-assertively than others. To specifically promote the participation of groups that find it difficult to express their interests, it is above all hard-to-reach population groups that should be primarily motivated to engage in participation when selecting stakeholders. Suitable procedures for this purpose should be considered and developed.

Potential critics and opponents should be included in the participation procedure right from the outset. In this way, they can be encouraged to approach the problems at hand in an objective manner. Generally speaking, truly disruptive conflicts only tend to emerge if key stakeholders are ignored.

5.1.4 Why openness to ideas?

Openness to ideas generates innovation, dynamism and further development.

This inter alia presupposes an open culture on the part of the organisations involved, inspired by a willingness to innovate and evolve (Ritter & Gemünden, 1998), as well as openness on the part of the decision-makers in charge, motivated by a willingness to try out something new (Moberg, 1999, p. 250).

Thus a sort of “field” or “network” able to productively blend the task-related knowledge of stakeholders beyond institutional and organisational boundaries of competence should be created. The aim therefore lies in the co-operative generation of knowledge, and not in maintaining institutional or spatial boundaries (Tschirk, 2012).

An interesting participation format is the “Art of Hosting” (AoH), for which above all large group methods are employed. In an AoH setting, a great variety of communication methods are used to develop innovative joint solutions that meet with broad support. AoH serves to highlight that what is new and innovative often can only be generated through a tightrope walk between chaos and order. In this context, resilience to chaos is particularly important (cf. the Kabelwerk Vienna-Meidling case study). It should be conceded that this method is time-consuming.

The keyword “Open Innovation” follows the principles of “being open to the knowledge of others” and “generating knowledge jointly” with the objective of e.g. tapping the collective knowledge base outside one’s own organisational structure. Here, the Internet acts as a central driver in the development of open, interactive systems.

As Web 2.0 has shown, a large number of “amateurs” can thus replace a small number of “professionals” within a short timespan (e.g. Wikipedia). Hence the collective knowledge may be superior to the know-how of experts in a given field (e.g. because of the topicality of information or special local knowledge).

Already successful, currently used models taken from market economy could be adapted for the municipal sector and also used in participatory processes.

In crowdsourcing projects, an initially undeterminable number of persons (with the “crowd” equalling the sum of Internet users) e.g. collaborates to resolve a defined task, leading to a process of mutual inspiration. The contribution of the creative mass allows for the attainment of high-quality and innovative results that an enterprise might be unable to produce with the same quality level.

5.1.5 Why simultaneity of product and process?

In complex systems such as municipal urban development, the product of planning (i.e. the “plan”) and the planning process per se (the thinking and learning process) cannot be viewed as isolated from each other. Therefore the product must be developed on an ongoing basis together with the process; it must not be regarded as static or completed (Tschirk, 2012).

At the end of the planning and participation process, the expected outcome is not just the “perfect” plan. Rather, continuous discourses, confrontations and reflections also trigger a learning process. As a sort of by-product of the plan, this learning process causes important changes in the awareness and behaviour of citizens.

These simultaneous processes should also be accompanied by the feedback of results that are significant for further developments to the general public. The setup should provide feedback possibilities for all stakeholders, and the feedback submitted should be taken account of in the further course of events.

This not only involves the population more closely, but also harbours an opportunity for politicians to obtain a more clearcut idea of the needs and expectations of citizens. In its turn, this contributes significantly to ensuring a representative overview of opinions (“planning certainty” for administrators and politicians).

5.1.6 Why attractiveness of process design?

A well-designed process is characterised by a clearcut structure and definite rhythm of process sequences. Phases of individual work alternate with dialogue-based co-operative exchange. Offline phases (direct and interpersonal contact) are followed by online phases (Internet use). Jointly experienced elements such as shared city walks or collective gardening contribute to embedding participatory processes also on an emotional level.

By celebrating successes together and creating opportunities for the open exchange of information, trust is stimulated and co-operation is improved. This results in shared positive stories and a shared body of experience, which ultimately also helps to forge a common identity.

5.1.7 Why external communication?

Open communication is a key factor of participatory processes. It rarely develops spontaneously; normally, clear specifications and rules for its design are called for. For this reason, a communication concept must be formulated as a preliminary requirement.

Central issues are: who is informed – when – with what sort of information – via what information channels – with what means of information?

In accordance with the level of participation intensity (informative, consultative or co-operative) chosen, it must be clarified which communicative methods of participation are best suited for the respective participatory process (depending on the number of stakeholders, target groups, tasks at hand, etc.).

Informative communication formats can help to improve the recognition value and image of programmes and projects.

In the course of consultative formats, citizens can contribute and discuss their ideas. Conversely, experts benefit from the fresh perspectives added by “outsiders”.

In case of co-operative formats, citizens perceive how they are actually able to codetermine planning processes. As a result, they identify more strongly with the project.

5.1.8 Why a conducive attitude and values?

“Participation is honest curiosity about the needs of not automatically involved parties.” (City of Vienna, Municipal Department 18, 2014, p. 15)

The attitude towards participation contributes decisively to the success of a participatory process. In this context, a conducive attitude to participation among both citizens and politicians or administrators is called for. It is characterised by a dialogue conducted on equal terms, the willingness to change perspective, mutual respect and readiness to take the other side’s opinions seriously. Values such as honesty, reliability, transparency and clarity must accompany the entire participatory process.

Table 2 presents a summary of the success factors identified together with a brief description.

5.2 Contributions and benefits of participatory processes

High-quality participatory processes can entail above all the following contributions and benefits for the implementation of the SCWR:

- getting close to the citizens: attractive process design and the choice of suitable methods can help the administration to forge direct contacts with citizens. This makes it possible to render the somewhat abstract concept of Smart City Wien more comprehensible and tangible (“join-in project”).

- improving the image: targeted external communication by means of appropriate channels and means of communication can contribute to overcoming prejudices on the part of the population and strengthen the level of identification with the Smart City Wien Framework Strategy.
- establishing, using and strengthening interconnectedness: Smart City Wien thrives on networking. By finding implementation partners or networking representatives with citizens through participatory processes, new ideas and projects will emerge.
- tapping innovation potentials: Smart City Wien thrives on innovation. Openness to ideas and a conducive attitude towards participation can engender valuable impulses from business, science and the “local expertise” of the population at large.

Success factor	Brief description
Division of process into separate phases	Structuring of process into development stages to provide some orientation and deliberately reduce complexity; possibility of quality control, reflection and further development; process quality determines outcome quality
Paying special attention to initial phase	Avoiding mistakes especially at the outset; defining process design; allowing for leeways of action; involving citizens at the earliest possible moment; using e.g. facilitation as a method to generate a common understanding of the problems at hand
Involvement of relevant stakeholders	Generating an interested general public; identifying the groups concerned (e.g. target group analysis); capturing and taking account of the interests of all groups concerned; using e.g. random selection as a suitable method; making the effort to actively engage the interest of hard-to-reach population groups; involving potential opponents from the start
Openness to ideas	Entails innovation, dynamism and further development but requires willingness; creating a “field” or “network” for pooling knowledge; “Art of Hosting” (AoH) method; “Open Innovation” as a method to tap a collective knowledge base; using the Internet as a central driver; collective knowledge may be superior to the know-how of experts; adapting models derived from market economy and using them for participatory processes, e.g. crowdsourcing
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 must allow for feedback from and to the general public; taking account of this feedback; involving the population more intensively; representative overview of opinions
Attractiveness of process design	Clearcut and rhythmic process structuring; phases of individual work alternate with dialogue-based co-operative exchange; creating shared emotional elements, positive stories and joint experiences to forge a common identity; celebrating successes together; stimulating trust
External communication	Key factor of participatory processes; developing a communication concept; who is informed – when – with what sort of information – via what information channels – with what means of information?; which methods are suitable?; informative, consultative, co-operative formats result in different benefits
Conducive attitude and values	“Honest curiosity about the needs of not automatically involved parties”; dialogue on equal terms – e.g. “roundtable” method; willingness to change perspective – e.g. Dyade method; mutual respect and readiness to take the other side seriously – e.g. non-violent communication method; “the Big Five”: honesty – reliability – transparency – clarity – a light touch. Values accompany the entire participatory process.

Table 2: Success factors for the design of participatory processes.

- emergence of networks and “comprehensive knowledge”: extending across boundaries of organisations or institutions, the creation of a “field” or “network” in the course of participatory processes contributes to generating collective knowledge.
- This (non-exhaustive) list illustrates that participation assumes special importance for the thematic areas of networking and innovation. This is especially interesting because these aspects are central elements of the Smart City Wien Framework Strategy.
- Alongside these insights into the advantages and benefits of participatory processes in connection with the SCWR, however, it is also possible to derive some understanding of the challenges involved:
- Smart City Wien is too abstract for many citizens of Vienna. One challenge lies in creating shared emotional elements through attractively designed participatory processes, in this way offering possibilities of actively experiencing and testing the strategy. For this purpose, individual projects rooted in local conditions should be explicitly developed to reach people in their everyday life contexts and thus render the Smart City Wien experience more concrete for citizens.
- Smart City Wien entails complex tasks. These on the one hand call for knowledge about planning processes on the part of experts; on the other hand, an interested general public with a common understanding of the problems at hand should be generated right from the outset. One challenge lies in encouraging the willingness of individuals to assume responsibility. It should be assessed which participation methods could be employed usefully and effectively towards this purpose (e.g. facilitation).

6 CONCLUSION

The contributions and benefits of high-quality participatory processes for the successful implementation of the SCWR are evident in manifold ways. Professionally assisted participation can bring projects closer to the citizens (Smart City Wien as a “join-in project”), improve the image of the SCWR, help to better exploit innovation potentials or generate networks and “comprehensive knowledge”.

One challenge lies in the abstract image that the Smart City Wien Framework Strategy conjures up in the minds of people. The generation of an interested general public with a common understanding of the problems at hand constitutes another challenge. Individual projects rooted in local conditions should therefore create possibilities of actively experiencing and testing the SCWR.

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