

## **D1.1 Results and analysis of the two initial co-creation workshops**

Insight and Enlight project

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## 1. Objectives of deliverable

The deliverable at hand presents the results and analysis of the two co-creation workshops and is part of the Vinnova project “InSight & EnLIGHT for a Public Decision Making ECOsystem”. The project’s main vision is to create a digitalized and user-friendly workflow by integrating and adapting existing market survey and decision analysis methods. The target is to enable an informed and transparent policymaking process for sustainable decision-making and closing gaps between different stakeholders. Key benefits are a scalable and cost-effective solution to enable early, pro-active citizen participation for empowerment in the decision process, transparency around all stakeholder groups’ inputs and providing tools for making rational and sustainable decisions to complex issues.

eGovlab Stockholm University is the Work Package Leader of Work Package 1 “Co-creation of survey to analysis feedback loop”. The objective of this work package is a successful user-survey-to-analysis-to-user feedback loop in public decision-making by co-creating the design and the workflow of the toolset together with a representation of end-users. The City of Stockholm has a central end-user role as local government problem owner.

## 2. First co-creation workshop

A first workshop was held before the first pilot of the InSight and EnLIGHT project, in January 2019 at the Department of Computer and Systems Sciences of Stockholm University in Stockholm. The workshop’s thematic was “*Re-designing public decision process in urban planning*” and was planned around the needs of the city (Stockholms stad) to see how these can be addressed. The internal consortium, together with three representatives from Stockholms Stad and two representatives from the private sector involved in urban planning processes and the built environment, attended the workshop. The workshop was organized and facilitated by eGovlab Stockholm University in collaboration with the Stockholms stad, the Institute for Real Estate, Construction and Housing Ltd (IIBW), Preference and Allies.

The workshop agenda can be found in Annex I. The participants’ list is enclosed in Annex II. Please refer to Annex III for a quick overview of the workshop’s documentation and “memory traces”.

### Objectives of the first workshop

We started the first co-creation workshop with the assumption that each participant might have a different understanding of citizen participation in urban planning decision processes and the opportunities and challenges that are posed. As such, the following questions were asked during this baseline evaluation:

- Which groups (citizens, authorities, organisations, politicians, etc.) need to have a dialogue?
- What are your motivations to be involved in re-designing public decision process in urban planning?
- What are your ideas and ideal solutions for better citizen participation in urban planning processes?
- Form of consultation: How would you like to work with Stockholms Stad in the urban planning public decision process?

## Findings of the first workshop

We provide an overview of the 1) challenges within the existing urban planning process of Stockholms stad as reported by the participants and 2) the proposed ideal solutions, as suggested by the participants.

## Challenges

The possibility to make appeals have been significantly less used during the stadsbyggnadsprocessen<sup>1</sup> since early consultations have been a part of the planning process. However, 50% of projects still get appealed. According to our workshop participants from Stockholms Stad, increasing the transparency of the appeal's process would in turn increase the perception of democratization and credibility in the system.

There is a lack of dialogue with citizens who have a word in the city, as for example the young people, who will inhabit the future cities. Although it is difficult to reach people; more comprehensive planning visions and participatory planning in the strategic phase is needed for citizens to understand how they could be involved.

### Highlight

“Strategic level participatory planning is key here” - from Stockholms Stad

The question “Do we give citizens enough alternatives in a comprehensible format to choose from during consultation?” was discussed in depth during the workshop. It became clear that early stage citizen consultation is insufficient when citizens are presented merely with binary choices. If Stockholms Stad offered more alternatives, citizens would be able to provide more input.

### Highlight

- “People understand alternatives with clear criteria”

<sup>1</sup> Stockholms Stad urban planning decision process. Online: <https://vaxer.stockholm/tema/stadsbyggnadsprocessen/>



- “If the appeal process becomes transparent, the perception of democratization and credibility in the system will increase”

#### Important features of a tool

- Certain components and alternative sets need to be included in the system to be applicable in early strategic planning
- Should go beyond binary choices, such as do/don't. There must be more alternatives for citizens to choose from.
- Feedback mechanism

The participants also noted that it is challenging to get compliance activities into a strategic value creation/innovation process and that there is a need for a shift in the current processes. A plausible solution suggested by the workshop participants was to simplify the process and methods of participation.

The participants identified an additional bottleneck in terms of how new innovative use of buildings is blocked due to permit restrictions and fixed views on how space can be utilized. The ideology of managing the city development and performance through pre-established plans has shortcomings and disregard the urban complexity. The participants wished for the stadsbyggnadsprocessen to leave space for new and innovative solutions to avoid producing banalized catalogues of buildings/spaces.

During the workshop, the private sector's role in the process was also discussed. The participants raised the issue of fragmented and inflexible planning processes that impact negatively the private's sector involvement in the process. The private sector stakeholders -who are directly connected to the life-cycle (and its costs) of the project- are not currently involved in the process or just participate at the end of process when it is already too late. There is a lack of accountability mechanisms in urban planning practices between public and private sector agencies. Stockholms stad is not responsible for facilitating discussions around life cycle costs, while property owners, investors and construction stakeholders do not take care of this either.

#### Other challenges:

- Conflict in priorities: for instance, residents and other stakeholder groups may have valid arguments, but at the end of the day, the lack of housing or space scarcity is a real issue that can't be ignored. In taking these multi-criteria decisions we need to resolve such conflicting needs.
- It is hard to keep a balance between citizen demands and the process' restrictions.
- There is also a conflict between making general plans or making plans too detailed and focused on quality.

## Ideal solutions

The participants expressed the desire to have a single-entry point from where they could establish a direct dialogue with Stockholms Stad. Continuous feedback and involvement from the early stages to consultation was a common answer among participants, who hoped to see a feedback mechanism in place (on planning, updates, etc.).

The participants also discussed questions such as “What do the citizens or private sector around want to do with the site?” and “who is willing to pay early investments to build?” Participants expressed an interest in the private’s sector involvement (ex. service management companies) in the early stages of the urban planning decision process as a way to mitigate inadequate maintenance in construction. The early cooperation with the constructor was considered an important step towards improving construction sustainability.

The discussion revolved around having a representative sample in the participation process, reflecting the demographics of the local neighborhoods’ social fabric. The workshop participants highlighted the importance of a balanced public representation (in terms of gender, age, religious identities, etc.) to be invited during the early stages to share/discuss plans and ideas. Broadening participation and involving representatives of the local neighborhoods to identify early obstacles in the working process was deemed as a worthy objective. The participants also recognized the value for Stockholms Stad to show how the representatives’ views are translated into actions to improve inclusiveness and increase for trust and transparency (feeling of contribution, feeling that they are heard).

Questions such as “is the information during the consultation phases too vague? Maybe nothing is really asked?” were also brought up during the workshop. The participants outlined the following three questions to improve the relevance of information provided at the consultation phases and in turn enhance “co-decision making”:

- What is the process? (what it entails / timeline)
- Who is behind the process?
- What are their motives? Is it for inhabitants for instance?

Important for process:

“Testing ground or sandbox for provocative ideas at early stage with a representative sample”

## Stakeholder identification

A major challenge is to know how to involve stakeholders, from the early stage in the planning processes to the end of them. During the workshop, we identified the stakeholders’ characteristics and elicited their criteria and the latter’s relative

importance. Table 1 shows the outcome of the exercise around stakeholders and their criteria of being present in the urban planning process. Table 1 also shows which stakeholders are currently missing in the process.

	<b>Stakeholders</b>	<b>Existing or missing in current urban planning process</b>	<b>Criteria</b>
1	Private sector maintaining life cycle options	Missing	Optimise life cycle and cost
2	Private sector long term development and maintenance	Missing	Optimise life cycle and cost
3	Future inhabitants	Missing	
4	Föreningslivet	Missing	
5	Service/ Maintenance Industry	Missing	
6	Urban Farmers	Missing	
7	Private sector	Missing	Optimise social investments
8	Experts	Missing	Feasibility
9	Unborn	Missing	Future fit
10	Logistics actors	Missing	
11	Sakajare	Missing	Affected (their business)
12	Remiss TSV Länsstyrelse. Stadsmuseet	Existing	
13	Naturvårdsverket	Existing	

**Table 1 Stakeholders and criteria**

### 3. Second co-creation workshop

The Insight and Enlight team had the opportunity to conduct the second co-creation workshop in Vienna in December 2019, marking one year since the project's start. The Austrian partners organised a two-day workshop -including a walkthrough in the city of Vienna- with an impressive list of participants. The first day we were welcomed by the Urban Planning Department of the City of Vienna. Kurt Puchinger (representative of the Mayor) and Thomas Madreiter (Planning Director of the City of Vienna) presented their past achievements and future challenges in the field of participatory urban design planning.

Politicians, project managers, urban planners and IT representatives joined the workshop. IIBW, kicked start by introducing the Insight and Enlight team and the project. IIBW also shared valuable experience in projects on governance of energy transitions in various regions, including Central Asia, North and Middle East and Europe. Their presentation was followed by Stockholms Stad (City of Stockholm), who introduced the current mechanisms in place to approach citizens and involve them in building together sustainable neighborhoods in Stockholm. Preference, the project coordinator, then took the floor and explained the concept of Insight and

Enlight, the project's progress and the tools that will be used to achieve the objectives. Diving deeper into Insight and Enlight's tools, Allies took over and described the Association Wheel tool and how it can be put into action by gathering participants' inputs and converting them into valuable data for further analysis.



**Figure 1 Welcoming of Urban Planning Dept. of City of Vienna**



**Figure 2 Second workshop and presentation in Vienna**

Final speaker of the day was the Head of Research and Chairman of the Board of eGovlab Stockholm University, who introduced the Multi-Criteria Decision Analysis methodology (MCDA). He discussed how the participatory actions initiated by public authorities can be benefited from the use of this structured methodology.

In the first half of the second day, we had the chance to visit the newly and partially constructed city of Aspern Seestad. Jakob Kastner, Public Space designer from Aspern Development AG gave us a tour around the city, both completed and inhabited sites and the under-development ones. With the extensive insights we received on their planning, construction and managing this large-scale project, we can say with certainty that the Aspern Seestad project is a truly excellent example of participatory urban planning.



Figure 3 Second workshop in Vienna

Lastly, we visited the area of Simmering, district 11 of Vienna. We met with the project leaders of the completed Horizon 2020 project of Smarter Together. They presented the challenges they faced in applying participatory design principles in this old established area of Vienna, but also how they overcame the hurdles. The results of this project, the school's zero energy gym, solar power benches, car sharing to name a few, is again a great example of collaboration and innovation in improving the quality of life of citizens in traditional neighbourhoods.

We returned to Stockholm overwhelmed with information, inspiration and new ideas that are helping us to continue our project. We hope to have a continuation and new grounds for collaboration between the two cities through the Insight and Enlight project. The workshop informed the next steps of the third co-creation workshop that is currently being designed.



Figure 4 Second workshop in Vienna

## **Annex I First Co-creation workshop program**

**Date:** 18th January 2019

**Time:** 9am-2pm

**Place:** eGovlab (ground floor, NOD building)

**Address:** Borgarfjordsgatan 12, Kista

**9am-9.05am Welcome to project**

**9.05am - 9.10am Welcome to eGovlab**

**9.10am-9.40am Free play exercise “What if scenarios” and suggestions  
(Exercise 1)**

**9.40am-10am Stockholms Stad Planning process**

Stockholm planning process and where in that process it is possible to influence the decisions.

**10am-10.30am Stakeholder Mapping (Exercise 2)**

Map stakeholders missing in the process.

**10.30am-10.45am Coffee**

**10.45am-11am Criteria (Exercise 3)**

Key criteria/motivations of each stakeholder group mentioned (ex. Sustainability, Economic, etc.)

**11am-11.30am Bottlenecks (Exercise 4)**

**11.30am-12.30pm Lunch**

**12.30pm-13.30pm Reality check (Exercise 5)**

We come back to the suggestions list made during the morning Free play exercise on improvements and discuss which ones keep (15 mins)

**13.30pm-2pm Wrap up and conclusions**

## Annex II First co-creation workshop list of Participants

Name	Institution	Role in project
Myrsini Glinos	SU	Consortium
Somya Joshi	SU	Consortium
Kjell Borking	Preference	Consortium
Aron Larsson	Preference	Consortium
Birgitta Holmstrom	Stockholms stad	Consortium
Anders Lundkvist	Allies	Consortium
Daniel Steinholtz	Allies	Consortium
Nadedja Komendantova, (online)	IIBW	Consortium
Wolfgang Amann (online)	IIBW	Consortium
Åke Lindström	Kista Science City	External
Petter Lindencrona	Stockholms stad	External
Patrik Öhrström	Stockholms stad	External
Ylva Berg	Coor	External

Table 2 List of participants



## “Re-designing public decision process in urban planning”

18<sup>th</sup> Jan. 2019 / Insight & Enlight project / 1<sup>st</sup> workshop

### “What if scenarios...”

*“I believe we should address the national government, as urban planners are “locked-in”. We need dialogue beyond that. It is not enough to address municipalities → **Open legislation**”*

*“There could be more participatory planning in strategic phase”*

*“Need more comprehensive planning visions in strategic phase so they understand “how do we get involved?”*

#### Form of consultation: How would you like to work with Stockholms Stad?

- Tell them about places needing: fixing, repair, help
- Single entry point
- Involved continuously - early stages invitation to consultation / in terms of procurement = RFI
- Participate in planning and strategic phase
- Virtually get images sent to me or SMS
- Feedback on planning and updates → feedback mechanism
- Direct dialogue, listening, behavior change





#### What are your motivations to be involved?

- Optimize will and power of private sector in society development
- Sustainability / social investments
- From stakeholder participation as a compliance activity to a strategic value creation and innovation process
- Simplify stakeholder participation and communication
- Strengthen democracy
- Untapped resources among citizens
- Re-framing citizenship
- Impact
- Good environment for children
- Informed planning and decision-making
- Preserve trust in society
- Holistic perspective in smart city
- Understand perspective of other parties
- Lower appeals

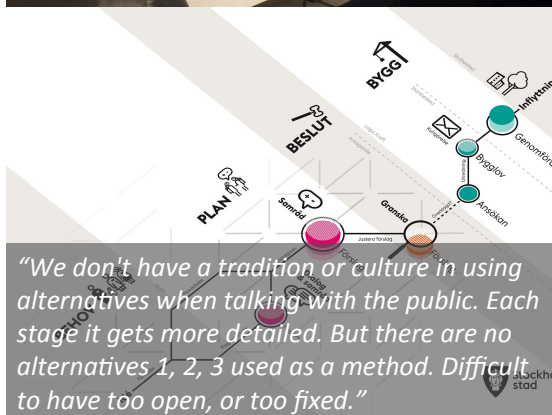
#### Which groups need to have a dialogue?

- Angry citizens
- Civil society organizations
- Civil interest groups (elderly, etc.)
- Businesses
- "Unborn citizens"
- Private sector
- DevOps mindset - constructing and maintaining
- Less resourceful stakeholders
- All ages - dialogue through panels
- School - students in different ages



*"People understand alternatives - with clear criteria."*

*"Regulation = interest of many"*



*"Why not invite representatives to ask all questions in early stage?"*

*"Testing ground or sandbox for provocative ideas at early stage with a demographic sample of representatives"*



*"Stakeholder analysis is important, but again those mapped will be present in all other stages. The problem is to know how to involve them, from early to end."*

*"Questions to get trust and transparency:  
-what is the process?  
-who is behind the process?  
-what are their motives?"*

*"Framing the problem at the start of the process is key. What is it precisely that we are inviting people to ideate on."*

*"How do we make this an inclusive process, so we don't get that comment to the last stage?"*

*"What kind of incentives do they have? Is the information too vague? Maybe nothing is really asked? Inviting a representative from each group, asking the right questions is key."*

*"Awareness is what we aiming for. More knowledge about process... Digitally and physically. The more they know the easier it is to accept the changes."*



*"There is a conflict in priorities. There can be many valid arguments from the residents and other stakeholder groups, but at the end of the day, the lack of housing or space scarcity is a real issue that can't be ignored. So in taking these multi-criteria decisions we need to resolve such conflicting needs."*

*"The Consultation phase is top heavy and then it funnels out and lots of remarks there."*

*"We need options at the beginning - interesting in widening our process and providing alternatives at the start."*

*"There is another process that could be called decision process for stakeholders, which has nothing to do with the current one"*

*"There is a bottleneck in terms of how new innovative use of buildings is blocked due to permit restrictions and very fixed views on how space can be utilized. In the detailed plan it needs to be specified what uses a building/area can have. One can't simply jump in at a later stage and change that. It needs to be in the detailed plan stage."*





## “Bottlenecks”

*“Life-cycle costs are important...”*

*“We need a road map for the future for further development and maintenance. We could have a good incentive to optimize the life cycle (sustainability) . Let’s plan at start. ”*

*“Many industries don’t talk to each other... too many silos.”*

*“Partner up with owner of real estate to optimize. Try to understand via dialogue with customer / who you design for. ”*



## “Reality check”

- Early stage involvement, expanded dialogue in early stage in a systematic way.
- Address specific stakeholder groups at different times.
- Sequential decision making process, treat sub-problems with stakeholders prior to the “big consultation” which treats everything.
- Encompass more aspects from more stakeholders compared to today’s situation.
- Improve the quality of the planning process as a whole.
- Inform citizens about the planning process.
- Visualize the “silent majority”, not only the against minority.
- Engage people who does not view themselves as such who could have opinions that matter.
- “Seamless” form of interaction and outreach.
- Different process owners
- Devil in details (no excel sheets)
- Business case - to finance this
- Use unborn stakeholder perspective or maintenance perspective - invite them (partly absent today in process)
- End value discussion - tangible value that could be used
- Informed decisions w clear choices - gamification idea behavior science idea as communication and dialogue -- give them the right question- a couple of choices not too many simple
- Right Qs in right phase
- Alternatives use is a good way for discussion
- Easier if visualised - what would the result be if I choose “this” (ex: Use AR with QR codes - to know how it is going to look through a service / app for people? And blockchain technology)
- Look at democracy as a duty (not just as a right)

*"THANK YOU!"*

