

# Stakeholder process in the City of Bruck an der Mur: Lessons learned in developing a vision and designing an action plan for a smart city

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## Outline

- **Introduction** (funded by Austrian climate and energy fund, 9 months, project partners)
- **Stakeholder process**
  - Role of stakeholders
  - Methodology
  - Results
- **Lessons learned**
- **Conclusions and outlook**

# Introduction

- **Setting and reasons to engage in the stakeholder process**
  - Demographic changes (population declining and ageing)
  - Dwindling communal budget
  - Competition for space in the region
  - High level of industrialisation in confined area
  - High energy demand
  - Traffic juncture
- **Objectives**
  - Engage in integrated urban and energy planning
  - Develop new image/perspectives for Bruck
  - Improve quality of life
  - Improve climate protection and work towards a smart city
  - Shape a common vision (2050) and define a feasible action plan (2015)

# Bruck an der Mur



Source: City of Bruck an der Mur, 2011

## Stakeholder process – Role of stakeholders

- **Key issues**
  - Need to be involved early in process
  - From diverse fields and backgrounds
  - Motivate individuals to participate and contribute
  - Communicate process and phases often and well
  - Involve professional moderator
  
- **Representatives from the following organisations were invited:**
  - Municipality, mayor, all parties who are represented in municipal council
  - Industry, energy providers, businesses, consultants
  - Hospital
  - Public transit companies, ÖBB
  - Construction and real estate companies, developers, public housing associations
  - Youth groups
  - Universities, research organisation



**Process and decisions resulting from it better legitimized and chances higher for implementing innovative climate protection projects.**

## Stakeholder process – Involvement of Stakeholders

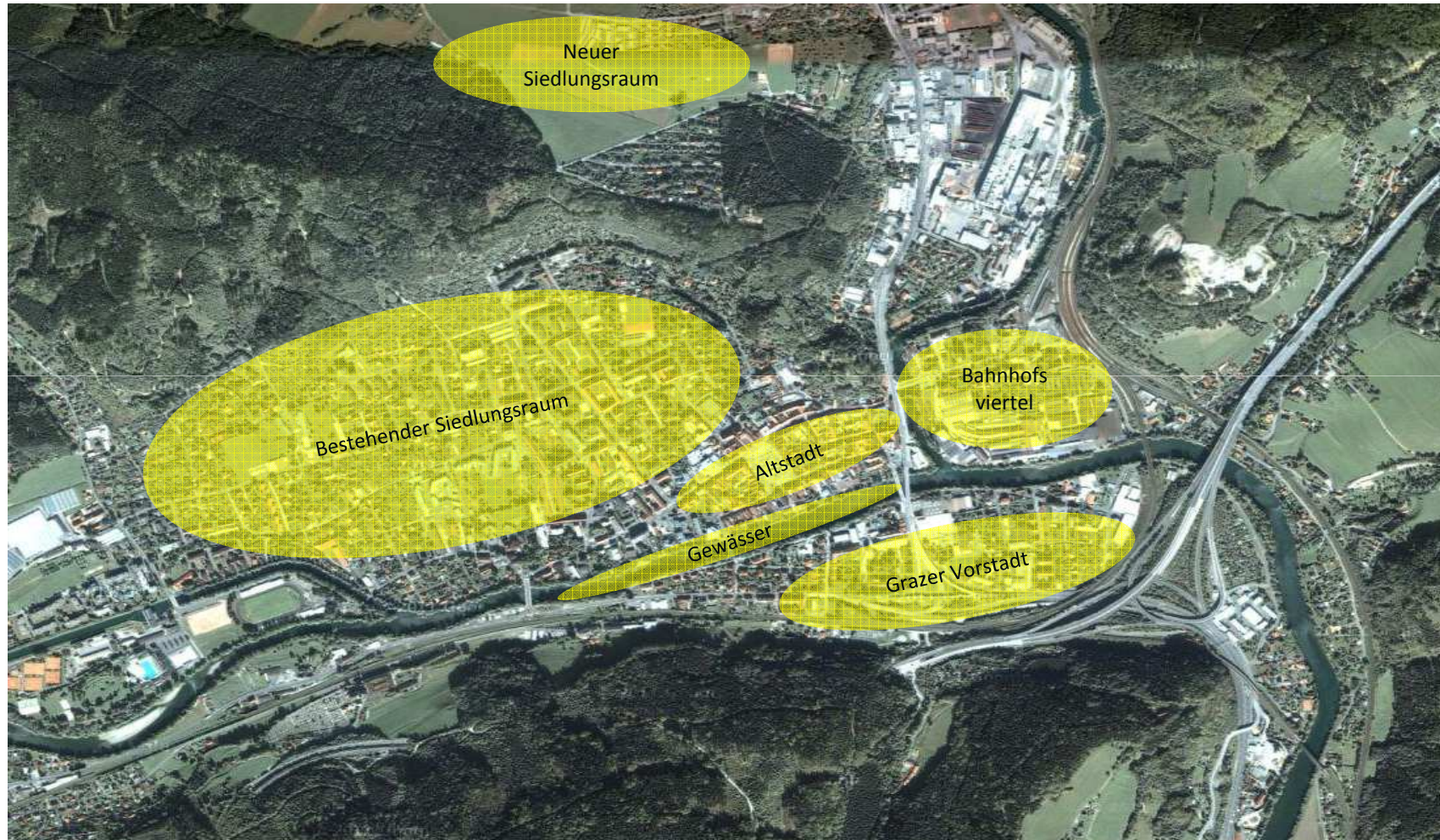
| Phases, Dates, Participants          | Municipality | Technical project team | Mayor | Project Manager | Stakeholders | Urban Sociologist | Moderator |
|--------------------------------------|--------------|------------------------|-------|-----------------|--------------|-------------------|-----------|
| 1 Coordination Phase                 | X            |                        | X     | X               |              |                   |           |
| 2 Kick-off Meeting                   | X            | X                      |       | X               |              |                   |           |
| 3 Workshop 1 (2 days, Oct. 2011; 40) | X            | X                      | X     | X               | X            |                   | X         |
| 4 Coordination Phase                 | X            | X                      |       | X               |              | X                 |           |
| 5 Workshop 2 (2 days, Nov. 2011; 30) | X            | X                      | X     | X               | X            | X                 | X         |
| 6 Coordination Phase                 | X            | X                      | X     | X               |              | X                 |           |
| 3 Workshop 3 (1 day, Dec. 2011; 30)  | X            | X                      | X     | X               | X            | X                 | X         |
| 8 Coordination Phase                 | X            | X                      | X     | X               |              | X                 |           |

## Stakeholder process - Methodology

| Workshop/Date            | Methods                                                                                                                                                                                                                                                                           |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research Phase 1         | Data gathering, stakeholder coordination, workshop preparation                                                                                                                                                                                                                    |
| Workshop 1 - Vision      | ‚future conference‘ – holistic, systems-oriented, past, present, future topics<br><b>Small group sessions → Vision</b>                                                                                                                                                            |
| Research phase 2         | Data gathering and analysis, energy and CO <sub>2</sub> emission modelling, bilateral discussions, interviews, workshop preparation                                                                                                                                               |
| Workshop 2 – Roadmap     | Sociological analysis<br>Energy demand and supply scenario and assessment (CO <sub>2</sub> emissions) until 2050<br>Travel demand and traffic emissions model (CO <sub>2</sub> ) for all modes<br>World cafe, small group sessions<br><b>Assessment of all measures → Roadmap</b> |
| Research phase 3         | Bilateral discussions, needs analysis of town segments, workshop preparation                                                                                                                                                                                                      |
| Workshop 3 – Action Plan | Presentations, small group sessions<br>Determining requirements for all 6 geographic areas<br><b>Concretising of 5 project ideas → Action Plan</b>                                                                                                                                |



## Bruck an der Mur – city segments



Source: City of Bruck an der Mur, 2011



## Stakeholder process – results (I)

- **Vision for Bruck an der Mur to include:**
  - Alternative forms of energy and combinations thereof
  - New mobility concepts and ‚kurze Wege‘ (small distances)
  - Public participation
  - Cultural and creative think tank
  - Excellent education opportunities at all levels
  - New living facilities, new forms of living together
  - Need for a change in values

## Stakeholder process – creating a vision



## Stakeholder process – results (II)

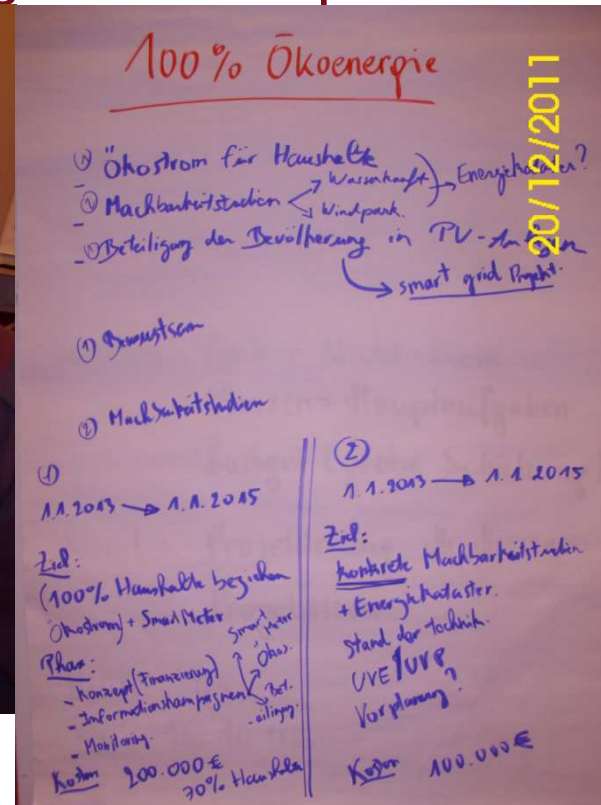
- Guiding concept - ‚**Lebens(t)raum am Fluss**‘ (living along the river – a dream come true) providing a high quality of life for residents
- Assessment of **energy demand and supply** for Bruck an der Mur
- **CO<sub>2</sub> emissions**/resident and for city
- **Socio-demographic assessment** of Bruck
- Bruck divided into **6 geographic areas**

### → **Action Plan** (five project ideas)

- Eco-electricity for households
- City reframing
- Smart climate place
- Mobility management
- LED for public streets



# Stakeholder process – creating an action plan



## „Other“ invaluable results

- Initiated discussions and a **change process**
- Improved **knowledge network** (municipality-industry-science)
- Created **uniform basis** for discussion
- Provided opportunity to **advertise Bruck as a smart city**

## Lessons learned (I)

- **Stakeholders**
  - involved early and very engaged
  - had time to develop trust
  - Power of collective knowledge crucial
- **Professional moderator** essential
- **Project management**
  - Highly engaged
  - Knew community and well known in community
  - Kept close contact to mayor
- **Sociological impetus** important
  - Focused on changing image
  - Public participation



## Lessons learned (II)

- Building on **existing strengths** (e.g. biomass heating plant, district heating, refurbishment of train station)
- Focus on **holistic, integrated urban redevelopment** to obtain high quality of life (energy and resources two of many crucial topics)
- **Funding impetus** through Fit4Set programme (Austrian climate and energy fund) essential
  - Stakeholder process would never have occurred without it
- Stakeholders developed **large pool of project ideas** → to be developed

## Conclusions and outlook

- Developed **vision** for 2050, a roadmap and an **action plan** (2015) in a large stakeholder process
- Smart city approach allows for developing **integrated and interdisciplinary** solutions
- **Lessons learned** to be applied in similar processes in different communities
  
- Project application - Smart historic site Bruck
  - Integrated mobility concept (public participation)
  - Refurbishing parts of historic old town and creating attractive public space
  - Improving energy networks (district heating)
  - Use of ICT (telemetric applications)

## Contact and partners

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### **Other partners:**

City of Bruck an der Mur, Stadtwerke Bruck, Karl-Franzens University Graz, Mürztaler Verkehrsbetriebe, Green City Lab, Landeskrankenhaus Bruck, Norske Skog, Voest Alpine Austria Draht, Biofernwärme Bruck an der Mur