TEAM LÖVGÄRDET

Forming a collaborative framework for a local development in west Sweden

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ABSTRACT

Lövgärdet – the thesis location - is a part of Angered district, one of ten districts of Gothenburg, Sweden. It is one of the city's last Million Programme area and it was built between 1970 and 1978. Currently, over 8000 people (with backgrounds from over 80 countries) live in this area which is facing complex societal issues such as drug dealing, high crime rate, high unemployment rate and low graduation school results. Furthermore, Lövgärdet is stigmatised in the public opinion supported by the newspaper headlines, which are drawing a harmful narrative of the area.

The thesis aimed to investigate the invisible context of Lövgärdet (current situation within the stakeholders with its possibilities and limitations) and therefore, hidden cause of this situation. The data, collected through literature reviews and social interactions (interviews, meetings, workshops) was used as a base for defining the design need, but also as a tool for facilitating the learning outcome of stakeholders during the meetings.

The outcome of the thesis focuses on the main problem discovered through the research phase: communication and lack of collaboration between different groups and companies (from public/private sector, society and academia) . Therefore it includes a methodology framework for collaboration as well as a method for delimiting the key stakeholders who are the target group for this framework.

Besides this, the secondary focus of the thesis was laid on the architects' profession. Therefore, this thesis is also a contribution to a discussion on a more trans-disciplinary definition of who an architect is and his/her role in the society. Accordingly, the author aims to contribute to discussions on how to manage suburbs facing complex societal issues, how to manage the built environment, how to tackle the complexity of invisible context and establish a collaboration based on circularity, collaborative learning and diversity of actors.

Keywords: Lövgärdet, managing built environment, power relations, collaboration, invisible context

CONTENTS

GLOSSARY

DEFINITIONS

AREA
It is a designation for sub-areas of districts in Gothenburg.

> THE AREA
> Lövgärdet, one of the sub-areas of district Angered

DISTRICT
An administrative, geographical area within the municipality of Gothenburg. The area is managed by a District Management (Stadsdelsförvaltning -SDF).

> THE DISTRICT
> Angered, one of 10 districts of Gothenburg

INVISIBLE CONTEXT
Qualities of the context which cannot be sensed with the sight. It consists of (among others) politics, public sphere, driving forces & values among stakeholders, cross-disciplinary design process, economy and even design methods. It requires efforts and time to recognise it.

MILLION PROGRAMME
Swedish public housing programme implemented between 1965 and 1974 aiming at building a million new dwellings. The programme was to ensure that everyone could have a home at a reasonable price.

REGION
An administrative division of Sweden. There are 21 regions in Sweden.

> THE REGION
> Västra Götaland. The region's main city is Gothenburg.

SOCIAL CAPITAL
"features of social organization, such as trust, norms and networks, that can improve the efficiency of society by facilitation coordinated actions" (Putnam et al., 1993, p.167)

SOCIETAL ENTREPRENEURS
"people who (a) are committed to initiate innovative activities aiming at serving the good of the society (on some scale level: local communities, regions, countries, global society); (b) do it by organizing activities in new ways (rather than operating with existing organizations); and (c) seek changes that involve influencing how other actors and/or institutions operate (rather than just, like many social entrepreneurs, starting up a non-profit organization offering needed social services)." (Jordan, 2011, p. 49)

STAKEHOLDERS
"Any individuals, groups of people, institutions or firms that may have a significant interest in the success or failure of a project." (European Integration Office, 2011, p.14).
Here: a project - Lövgärdets local development

TARGET GROUP
Stakeholders who are the target recipients of the result of the project of this thesis. The target group is closer defined through the thesis process.

VISIBLE CONTEXT
Qualities of the context which can be sensed with the sight. It's easily measurable and recognised.

SWEDISH - ENGLISH DICTIONARY

Swedish	English
Äganderätt	Property ownership
Bostadsrätt	Condominium
Folkhälsomyndigheten	The Public Health Agency
Hyresrätt	Tenancy
Län	Region
Miljonprogrammet	Million Programme
Primärområde	Area
Särskilt utsatta områden	Particularly exposed area
Stadsdelsnämndsområde	District

STAKEHOLDERS

BOSTADS AB POSEIDON
A subsidiary of Framtiden. Poseidon owns apartments in Övre Lövgärdet

DESIGN AND PLANNING FOR SOCIAL INCLUSION
A design course for architecture master students at Chalmers University of Technology. Every autumn students create projects in the suburbs of Gothenburg. In 2019 one of the groups made a project of Lövgärdet square.

EGNAHEMSBOLAGET
A subsidiary of Framtiden. In 2019, the company started to build housings for tenant ownership in Lövgärdet.

FIRST TO KNOW SCANDINAVIA AB
The company which initiated and consulted this thesis. The company is focused on sustainable business development and values-based transformation so that its clients and partners can improve through exponential change management. (First to Know Scandinavia AB, 2020)

FRAMTIDEN (Swedish: Förvaltningsaktiebolaget Framtiden)
Framtiden is a property management company fully owned by Gothenburg municipality. Framtiden includes Gothenburg's public utility housing companies: Bostads AB Poseidon, Bostadsbolaget, Familjebostäder in Gothenburg, and Gårdstensbostäder.

GÖTEBORG ENERGI
An energy company in Western Sweden, wholly owned by the municipality of Gothenburg.

HYRESGÄSTFÖRENINGEN (HGF)
A member organization for tenants in Sweden. In Lövgärdet there are three local groups of HGF.

IOP
A public partnership agreement in Angered focused on the development of meeting places in Lövgärdet and Hjällbo.

LYFTET
A collaboration network started in 2019 as an extension of the Lövgärdets Lärlabb initiative, which works for children in school.

LÖVGÄREDESSKOLAN
A primary school located in Lövgärdets square.

POLISEN
The Swedish Police Authority.

VICTORIA PARK
Private housing estate company. Victoria Park owns a central part of Lövgärdet (Lövgärdet's square) and apartments in Södra Lövgärdet.

SETTING THE
PROBLEM THROUGH
CONTEXTUAL LAYERS

INTRODUCTION AND BACKGROUND

The chapter is speaking about the origin of this thesis as well as the author's personal and societal needs of investigating the thesis subject. It presents the context with its different layers and positions the topic within them. Finally, it describes the research approach and the limitations of this thesis.

called
ÖVRE
LÖVGÄRDET

called
SÖDRA
LÖVGÄRDET

Lövgärdet map

"Planner do not work on a neutral stage, an ideally liberal setting in which all affected interests have choice; they work within political institutions, on political issues, on problems whose most basic technical components (say, a population projection) may be celebrated by some, contested by others. Any account of planning must face these political realities." (Foster, 1989)

READING INSTRUCTIONS

The thesis is divided into five chapters:

Setting the problem through contextual layers (introduction and background) speaks about the thesis genesis and it's positioning in the local context.

Conflict, locality & learning (theoretical resources) positions the work in the context of several theories.

Understanding the invisible (research process and gathered data) explains the research part and shows the findings.

Time for action (design outcome) shows the outcome of this thesis and its possible application.

Reflections & discussion (summarising remarks and new questions) presents reflections on thesis process, local development and the architectural profession.

The glossary preceding this chapter explains phrases translated from Swedish as well as other terms that are key for understanding the work.

ARCHITECTURAL COERCION

It is hard to define a place for architecture looking at it as a connection between art and technology. If we look at it as an art, then we see that it is distinct from other pieces of art exhibited in museums or galleries, which adorn our spaces. Architecture doesn't embellish the space, but rather creates it and therefore cannot be fitted in any limited space of a building. If we look at it as technology, then empirical methods used in architecture seem too lax and imprecise to be part of technical science. The truth is that people have a good will to use both art and technology, but architecture is different. We are forced to interact with it and use it, which gives architects enormous responsibility and influence through their design. The one who designs it sets the background for our lives.

Architects are in a demanding but opportunities-giving position. They are in the situation determined by different stipulations with public/private sector,

academia and civic society. This requires them to accommodate and balance the huge variety of different ambitions and preconditions in project proposals. However, the complex situation creates an opportunity to take a leading role in this process. To do develop a deep understanding of context, developed leadership skills and knowledge are required. Therefore, besides understanding what is visible there is a need to explore the invisible aspects for the project's successful implementation.

PERSONAL MOTIVATION

After bachelor studies focused mainly on the technical aspects of the profession some questions have emerged: Who an architect is?; Is architecture only about what is physical?; How does the urban environment affect people?; and finally: Do we know the context by analysing the purely material part of the site? Due to the doubt in the current model of architectural education came a desire to change the personal path of the profession towards a practice that respects the environment, knows the political context and cares about its users.

It is the opinion of the author that architects should pay more attention to preliminary work in the early stages of design and their work should not focus on project delivery. Therefore, architects should be present in the environment they created as part of managing the built environment. This is not a common way of doing architecture according to the author's experience from Poland and Sweden, where the architect's work is usually based on meeting the investor's requirements and architects' impact is limited during design, let alone the completed investment.

Seeing that architecture always struggles with dependence on politics and power, it was natural to assume that an architect should consider all variables affecting the design, even those invisible, e.g. power relations. The author, through this thesis and practice, wants to remind that architecture besides drawing buildings is about creating environment for sustainable societies. This thesis is manifesting an urgent need to change the approach to the architect's profession by perceiving them one of those who build communities rather than professionals seeking fame.

It is time to rethink who we are as **ARCHITECTS.**

We tend to look at the visible context and design only in the visual plane. Time to open our eyes for what is **INVISIBLE.**

It's time to limit our selfish motives and look at our work as **SOCIETY BUILDERS.**

We don't design in a vacuum. We cannot pretend that our world is an idyllic context, which is just and free from **POWER RELATIONS.**

We are not only to demonstrate our design capabilities but to meet the needs of **SOCIETY** to improve the quality of lives.

We need to stand as a mediator in an urban context, **BE CONSCIOUS** about invisible just as well as we are aware of what is visible. We need to **KNOW** where, why and for whom we work. We need to create an **UNDERSTANDING** of both context layers and the power relations before we start to design.

Figure 1. Written manifesto - statements concerning the work of an architect. Author's production.
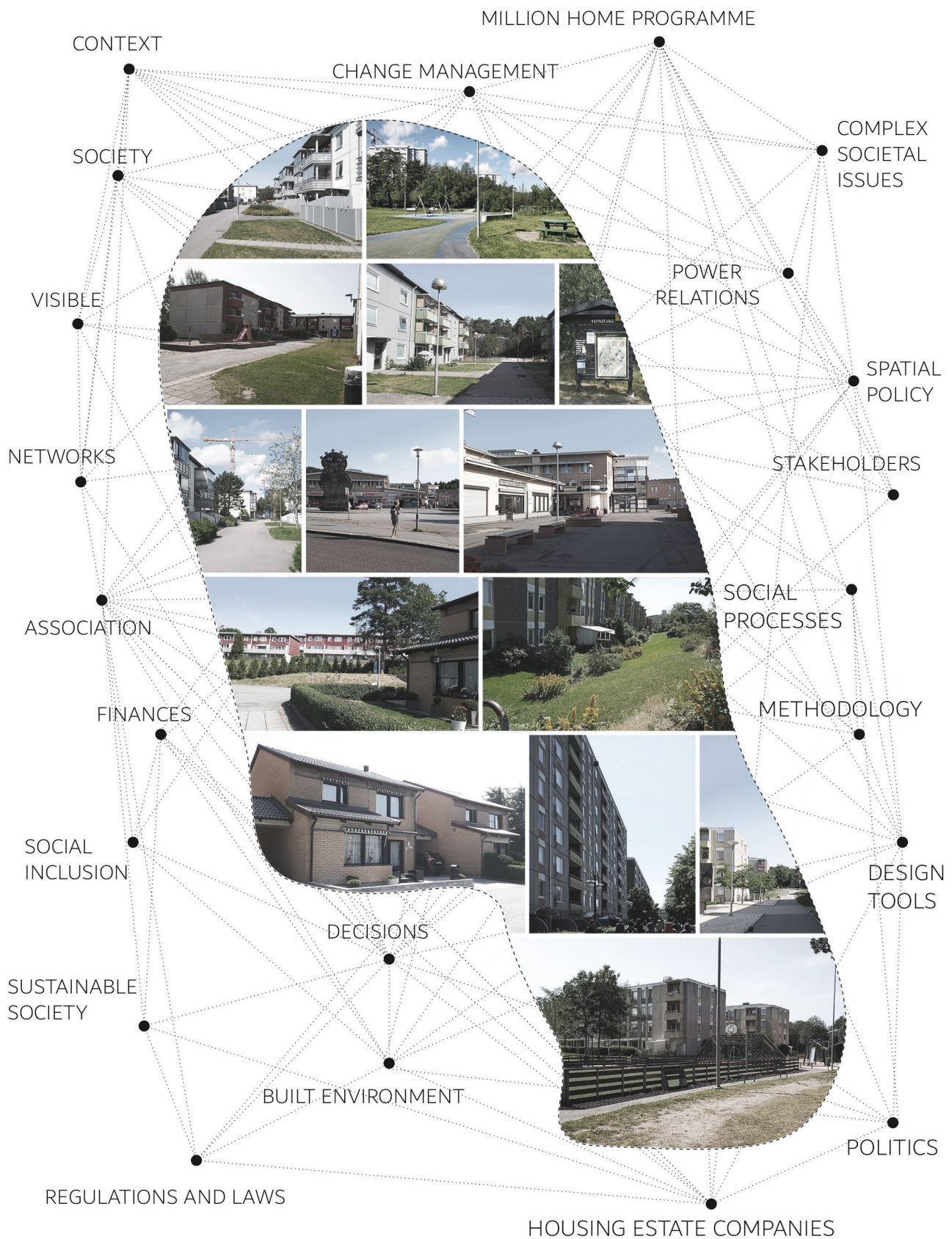
Figure 2. Graphical manifesto. Two layers of the context - the visible one on the top and the invisible one behind it. Author's production.
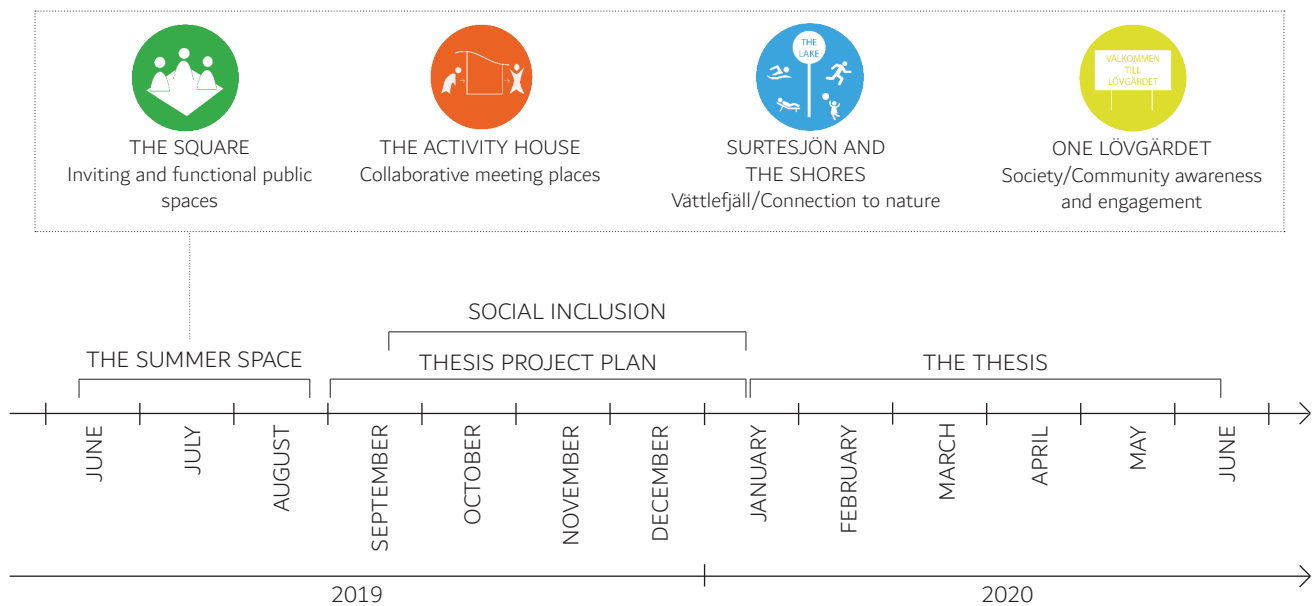
Figure 3. Time context. Author's production.

The previous pages present the manifestos (Figure 1 and 2), which explain the author's approach in connection to the thesis topic. The written manifesto (Figure 1) is consisting of statements regarding the work of architects. The graphical manifesto (Figure 2) refers to two layers of the context -visible and invisible, explained in detail later on.

HOW DID IT START?

The idea for this thesis topic appeared during a summer internship as part of The Summer Space project. This yearly project lead by First to know Scandinavia AB, started in 2016 and is taking place in different Gothenburg's suburban areas. The project team consists of master students, high school students and senior coaches with clients and partners adding their knowledge, experience and inspirations to the processes and projects" (First to know, 2020b). The 2019 edition took place in Lövgärdet. The author of the work was a part of one of the five projects and team coordinators representing various competences such as logistics and transport management, architecture, business administration or product development. The focus of the work was to diagnose challenges of the area and propose projects that responds to earlier identified local needs. Each of the four projects built up during that summer was developing an intervention in another subject (Figure 3). The major parts of the projects were developed separately, however the conclusion was one - none of the projects will be implemented if the local stakeholders will not collaborate towards this goal. Having said that, together with the company First To

Know it was decided to get involved further in this area to contribute to solving this challenge through the thesis work presented. Between the summer project and this thesis, the author together with the company got involved in Social Inclusion Design Studio at Chalmers University, where students were investigating possibilities of developing the main square in Lövgärdet.

THESIS SUBJECT

The primary focus of this thesis was the current situation within the stakeholders in Lövgärdet with its possibilities and limitations embedded in an invisible layer of the local context. Secondary focus of the thesis was redefining the boundaries and competence of architect's profession. Therefore, this thesis is also a contribution to a discussion on more trans-disciplinary definition of the profession of architect and it's role in society.

MAIN THESIS QUESTION

The author intended to create an iterative process throughout the whole work, therefore, the main thesis question was evolving together with the development of the research. This made the thesis topic relevant to the context as it was changed a few times based on discovered information. The final question arose along with the design process and is an expression of current lack of resolution of the local management issues in many Swedish suburbs.

~~How to create means for intercompany cooperation in particularly exposed area context that will be a basis for creating joint solution for this area?~~

~~How an architect can work with stakeholders in order to establish cooperation leading to joint work on improving the situation of the area?~~

action	a tool as the outcome	the goal

How to design a methodology framework for collaboration between stakeholders and aiming at local development in a complex invisible context?

aim of the design outcome	complicated, multilayered and intangible	focus on the area, not on a subject

DUAL NATURE OF CONTEXT

Urban context has two inseparable elements - visible and invisible part - which extensively affect each other.

The visible part is tangible and salient in nature and well identified by architects via its exploration by our senses, the invisible part requires efforts to observe, evaluate and hence understand. Traditionally, the architects preparing for design begin with analysing the built form, spatial context, space utilization and materials. Alas, they often finish the analysis on this, although the 'why' behind the visible context quality is usually fundamental for its full understanding. This 'why' consists of politics, public sphere, driving forces & values among stakeholders, cross-disciplinary design process, economy and design methods. In the light of such forced circumstances, this part is inherent and inevitable similarly to the visible one which have extensive importance in areas like Lövgärdet. As Madanipour (1994, pp.86-87) explains, the physical organisation of the space and the social control of it in deprived inner and peripheral areas construct social problems such as social exclusion.

VISIBLE CONTEXT OF THE THESIS

HOUSING ESTATES:

- POSEIDON BOSTADS AB
- VICTORIA PARK
- BÖSTADSRÄTTSFÖRENINGEN FÄNKÅLEN

IN THE AREA:

1 LÖVGÄRDESSKOLAN
2 KUMMINDALENS FÖRSKOLA
3 TRETJÄRNSKOLAN
4 SOLBACKENS FÖRSKOLA
5 LITTLE KIDS PRESCHOOL
6 PERSILJEGATANS FÖRSKOLA

1 MOTIVATÖRS CENTRUM
2 EKLÖVET
3 FRITIDSGÅRD
4 MÖTESPLATSEN
5 KRYDDAN
6 LÖVKOJAN
1 MOSQUE
2 ROSAHUSET

1 VÅRDCENTRALEN

1 PIZZERIA
2 WILLYS
3 ARABESQUE

VIEW

called ÖVRE LÖVGÄRDET

VÄTTLEFJÄLL

called SÖDRA LÖVGÄRDET

LÖVGÄRDET

ANGERED

CENTRUM
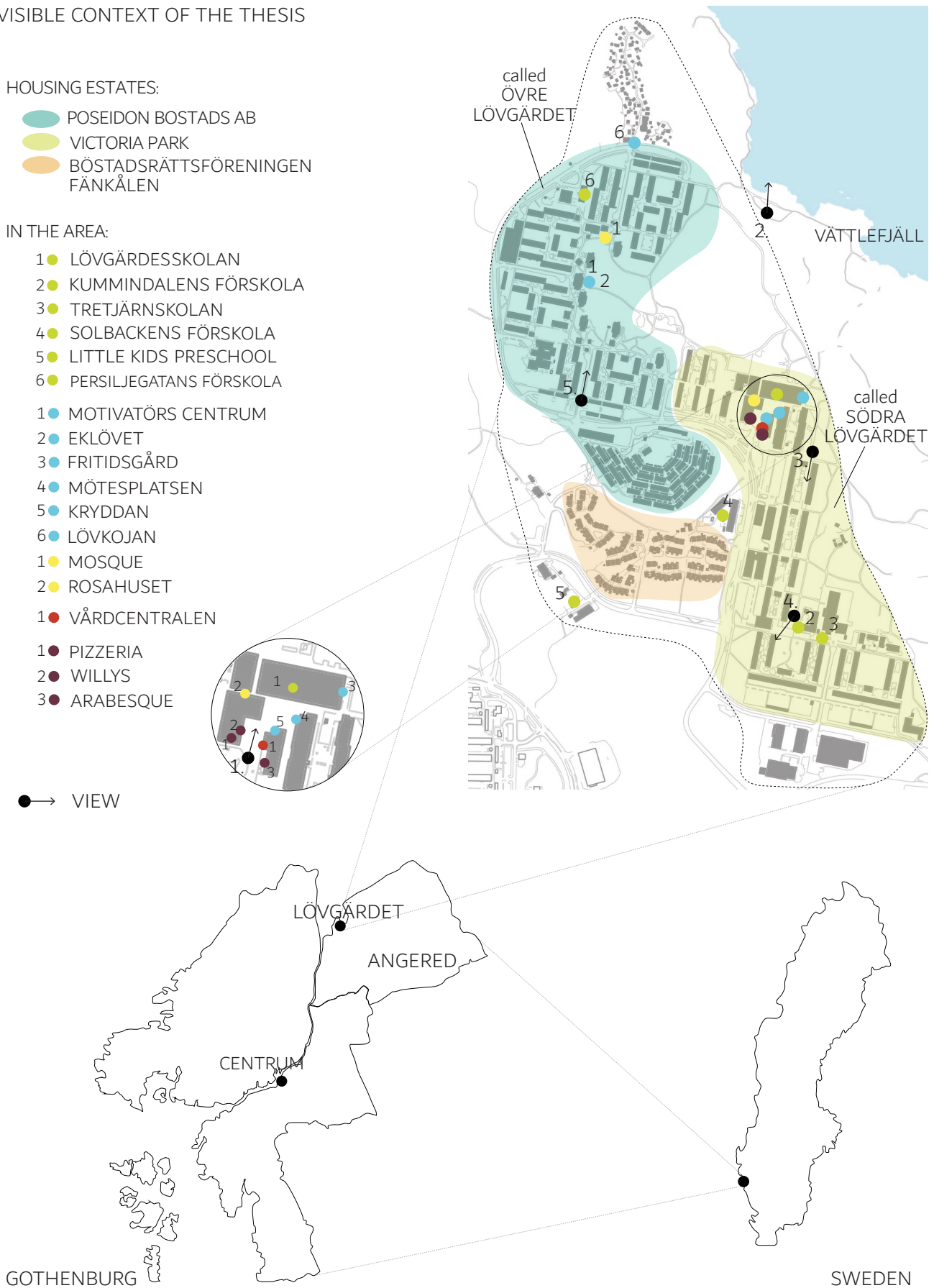
GOTHENBURG

SWEDEN

Figure 4. Geographical context. Author's production.

VISIBLE CONTEXT OF THE THESIS

Lövgärdet is a part of Angered district, one of 10 districts of Gothenburg, Sweden (Figure 4). Angered, located in north-eastern Gothenburg, is home for approximately 53,000 people from over 100 countries. It boarders with Göta River (from the west), two other municipalities - Ale (from the north) & Lerum (from the east), and another residential areas of Gothenburg - Bergsjön and Kortedala. The district is known from being one of the largest of the Million Programme areas (Swedish: Miljonprogramet) – a public housing programme implemented between 1965 and 1974, which aimed at constructing a million new apartments during a 10 years period (Göteborgs Stad, 2020).

Lövgärdet is one of is the last of Gothenburg's Million Programme areas and it was built in 1970-1978 with a total of about 3,600 apartments (Andersson, 1977, p.60). The area is subdivided into Södra Lövgärdet built in 1971-1975 and Övre Lövgärdet in the north built in 1976-1978. Between the two areas there is Lövgärdets Centrum, which was created in 1975. Later on the area was expanded with another residential area in 1979 and a semi-detached housing area in 1982. During 1998 part of the houses in Upper Lövgärdet were demolished. Currently, three new 6-storeys residential buildings are being built in Övre Lövgärdet. It's the first new multi-family housing development from over 40 years.

In the over 50-year history of this area, many services, such as the library, church and pharmacy, have been closed over time. As a result, many commercial properties are currently available for rent. The area borders the natural reserve Vättlefjäll. The main transport connection is the Lövgärdesvägen road, which ends in the Övre Lövgärdet.

However, the context contains much more than what we can see and touch.

1.Lövgärdet centrum

2.Vättlefjäll

3.Södra Lövgärdet   *4.Södra Lövgärdet*

5.Övre Lövgärdet

Figure 5. Photographs from the area. Author's production.

STATISTICS ABOUT THE AREA

2018 DATA	LÖVGÄRDET	GOTHENBURG

DEMOGRAPHY

SHARE OF FOREIGN BACKGROUND — 82,7% / 36,1%
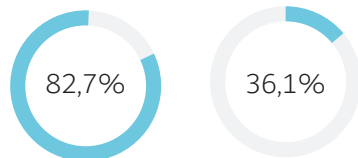
HIGH-SCHOOL EDUCATION — 49% / 79,4%
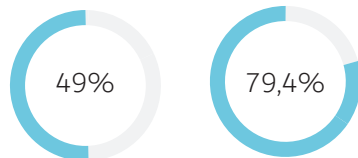
HIGHER EDUCATION — 12,6% / 36,1%
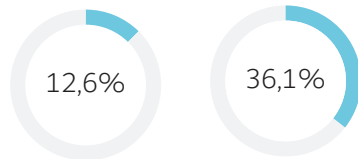
UNEMPLOYMENT RATES — 13,4% / 5,5%

AGE:
- 18-24
- 25-29
- 30-44
- 45-64
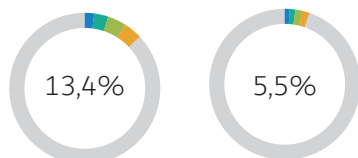
HOUSING:

CONSTRUCTION TIME

DECADE:
- -1940
- 41-50
- 51-60
- 61-70
- 71-80
- 81-90
- 91-00
- 01-10
- 11-
- NO DATA

2881
93,1%
99
2
6 3
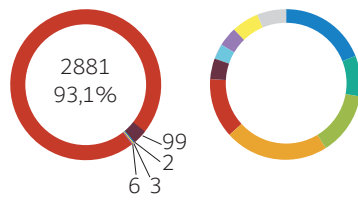
SIZE OF FLATS

Square meters:
- -40
- 41-60
- 61-80
- 81-100
- 101-120
- 121-

HOUSEHOLDS SIZE

People:
- 1
- 2
- 3
- 4
- 5+

RESIDENCE TYPE

- Hyresrätt (tenancy)
- Bostadsrätt (condominium)
- Äganderätt (ownership)

Figure 6. Local statistics. Based on *Göteborgsbladet 2019 - områdesfakta.*

INVISIBLE CONTEXT OF THE THESIS

The area is facing complex societal issues such as drug dealing, high crime rate, high unemployment rate and low graduation school results. According to Mistra Urban Futures (2019), Lövgärdet has the lowest education level in Gothenburg, the lowest voter turnout and only 50% trust rate in other people. Figure 6 presents more local demographic facts in juxtaposition with information about Gothenburg.

The Police report Utsatta områden - Social ordning, kriminell struktur och utmaningar för polisen (English: Vulnerable areas - Social order, criminal structure and challenges for the police) (Nationella operativa avdelningen, 2017) classifies the area as a particularly exposed area (Swedish: Särskilt utsatt område) – highest class of so called 'exposed areas' identified to have common societal problems.

For almost 40 years, development projects, both municipal and private, bypassed and neglected Lövgärdet which shows that the area didn't have interest from investors. The current construction of 3 residential buildings is led by a public housing company Egnahemsbolaget AB. Other housing resources are owned by Victoria Park AB, Poseidon Bostads AB, and Bostadsrättsföreningen Fänkålen (figure 4). Overall, the area is dominated by old building stock offering the tenants meager choice of services. (Göteborgs stadsledningskontor, 2019).

On top of it all, Lövgärdet is stigmatised in the public opinion supported by newspaper headlines, which is drawing a harmful narrative of the area.

WHAT IS THE GOAL?

The thesis aim was to investigate the invisible context of Lövgärdet and to propose a methodology framework supporting the target group in collaboration aimed at area's development. The methodology framework could be a starting point for breaking the deadlock and a tools for the process of removing this area from the list of particularly exposed areas. Nevertheless, it does not inform what should be done to make it happen, but rather support the process of searching for the answer. It contributes to the creation of a holistic perception of the place (based on a real narrative supported by facts and an in-depth analysis) which can stand in opposition to the one-sided negative sensational narrative established by the media.

The thesis pursued to break the scheme of 'island projects' (a stand-alone project which is not part of any long-term strategy or vision, done without connection to local actors, projects or decision-makers; e.g. Perspective Walks discussed later in the research part) by investigating on other initiatives aiming at social sustainability in the district and possibly creating a network for exchanging experience. The author was hoping that this project can rise the interest of next-generation students in urgent need of taking care of societal issues in architectural practice. Therefore, the thesis was to critically reflect on the role of architect in rapidly changing urban environment.

The process of this thesis was not only a mean for reaching the goal, but it's a goal itself. Its objective was to raise awareness in stakeholders and enable learning of how to approach the problem collaboratively.

RESEARCH APPROACH

As the focus point of the research is the location, the work was developed through continuous exploration of the thesis topic through the lens of the local context. The main research method to gather data was through the social interactions (such as interviews, lectures & discussions) and visualising it through graphical tools as mapping. Besides its data-collecting function, the graphics were used as eye-openers and created a knowledge background for the conducted interviews. Although, the approach was mostly qualitative, as it concerns intangible topics, the quantitative data was an important supportive element for the thesis process.

DELIMITATION DIAGRAM

	IT IS ABOUT	IT IS NOT ABOUT
ARCHITECTURE	BUILT ENVIRONMENT	VISIBLE CONTEXT
	INVISIBLE CONTEXT	PHYSICAL INTERVENTION
	URBAN CONTEXT	
SOCIETY	SOCIAL VALUES	JOB CREATION
	SOCIETAL NEEDS	WIDE PARTICIPATION
	SOCIAL INCLUSION	
PROFFESION	QUESTIONING BOARDERS	ARTIST
	DIALOGUE FACILITATION	BUILDING DESIGNER
	A MIDDLE-MAN	DIGITAL TOOLS
	SOCIAL ENTREPRENEUR	
SUSTAINABILITY	SOCIAL CAPITAL	ENVIRONMENTAL
	SOCIAL ISSUES	ECONOMIC
	DIVERSITY	
	GOOD LIVING ENVIRONMENT	
COLLABORATION	MOTIVES	ASSOCIATIONS' STRUCTURE
	INTERESTS	COMPANIES' STRUCTURE
	BETWEEN ACTORS	BUSSINESS MODELS
	VALUES	
POWER RELATIONS		NATIONAL
	MUNICIPAL	WITHIN COMPANIES
	LOCAL	
	BETWEEN COMPANIES	

Figure 7. Delimitation diagram. Author's production.
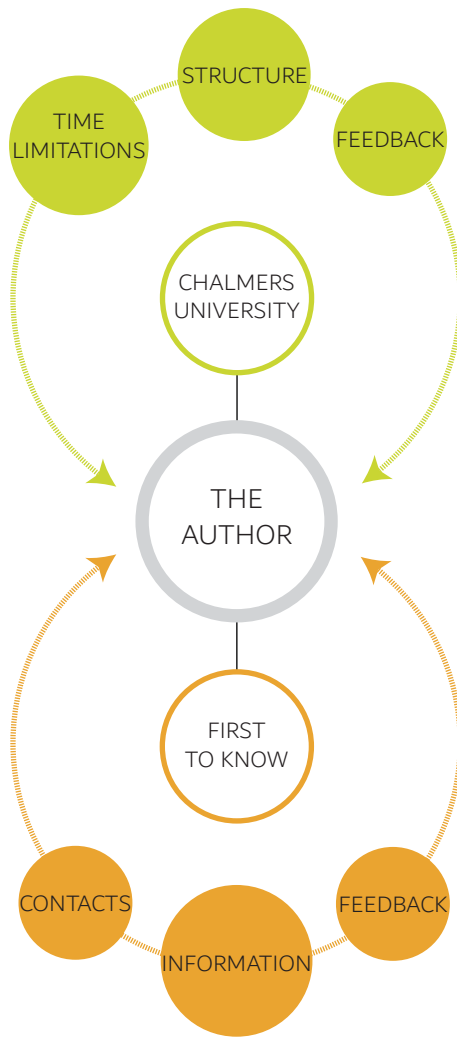
Figure 8. Author's context. Author's production.

AUTHOR'S CONTEXT

On one hand, the presented thesis, created as part of the master's program at the Chalmers University of Technology, had its time restrictions and structural limitations due to the character of this work. On the other hand, it was a part of the collaboration between the author and the company First to know, which came with the idea of continuing work in the area through this thesis. This collaboration had a character of process support through every week feedback, sharing experience and different documents as well as giving good access to stakeholders, which were later on interviewed . In other words, these two circumstances complemented each other to fulfil the need for providing a framework and getting into the network of the stakeholders (Figure 8). The other organisations from various sectors played here a role in providing information.

CONFLICT, LOCALITY AND LEARNING

THEORETICAL RESOURCES

The chapter explains the thesis theoretical resources through defining the project's relationship with concepts such as locality, deliberative and collaborative planning, the tripartite structure of sustainability. Furthermore, it positions the research methodology in connection to mentioned concepts and explain reasoning methods used in the process.
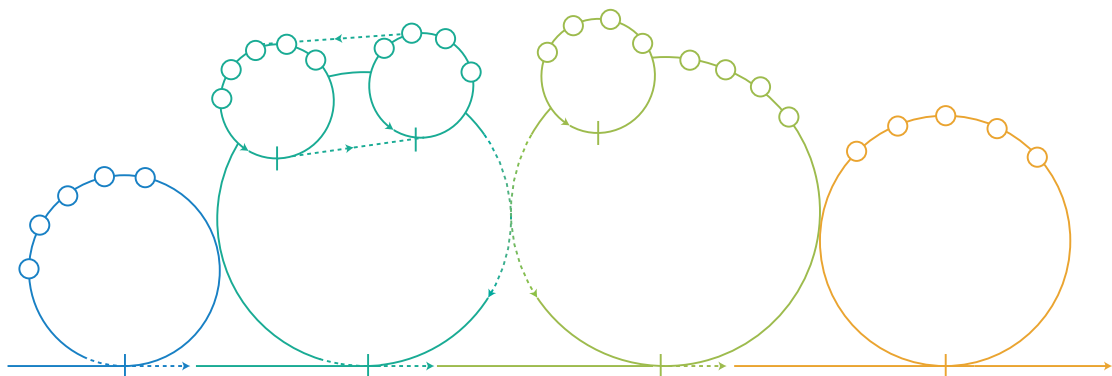
"How we think about the world and—perhaps even more importantly—how we narrate it have a massive significance, therefore. A thing that happens and is not told ceases to exist and perishes. This is a fact well known to not only historians, but also (and perhaps above all) to every stripe of politician and tyrant. He who has and weaves the story is in charge." (Tokarczuk, 2019)

"in order to participate in any environment of give sitauiton, one needs to understand the forces of conflict that act upon that environment" (Miessen, 2010, p.53)

Presented work is based on several key theories that created the underpinning element for the research methodology and design. During the theoretical considerations, the author designed her role to suit the complex context of this work.

LOOKING FOR A BALANCE

Many theories have unbearable tendency to divide things into categories, types or parts and it is not different with the sustainability theory. The common framework defines it as a combination of three pillars: environmental, economic and social. Although it is hard to deny the importance of these three elements, the feeling that this theory is missing something is, in the thesis author's opinion, irresistible. The tripartite structure of sustainability gives an impression that its parts can be developed separately, and even supports the thought that they are contrasting, and more striking, contradictory (Campbell, 1996). Distinction of social aspects from both economic and environmental ones leads to the dissocialised idea of economy and environment (Psarikidou & Szerszynski, 2012). Thus, sustainability will be discussed here primarily through the main goals and significance of the concept for the built environment, rather than through the common three pillar structure.

The sustainability theory emerged as a reaction to global challenges of the second half of the 20th century (Whitehead, 2011) and is a mindset assuming that the key for managing these changes lies in a balanced approach. But as Kohan (2018, p.14) underlines the most underdeveloped dimension of sustainability is the social one and therefore "continuing sustainability practise without direction for managing the difficult nuances of the social dimension could exacerbate inequalities and lead to further social exclusion". This highlights two aspects – significance of the 'social' and it's underrepresented character in discourse about sustainability as a whole.
In connection to that, the author decided to use social capital (defined by Putnam et al. (1993, p.167) as "features of social organization, such as trust, norms and networks, that can improve the efficiency of society by facilitation coordinated actions") as a base for the methods development due to two reasons. Firstly, the need of creating a holistic picture of Lövgärdet could be fulfilled by collecting perspectives from actors associated with different groups. Secondly, personal interaction was a tool to gain trust and share the knowledge gathered through the process of this thesis. According to Czarniawska (2017, p.170), "access to failure is always more difficult than access to success", thus, the trust was an important factor for the prosperity of the further steps.

WHO IS IN THE FOCUS?

During the process of setting the thesis strategy, two approaches were considered: deliberative planning (defined by Forester (1999) as a practise where decision making is based on dialogue and deliberating around possible actions and issues) and collaborative planning (defined by Healey (2006, p.5) as "a communicative approach to the design of governance systems and practices, focusing on ways of fostering collaborative, consensus-building practises"). The stakeholders representing organisations and companies, more than those representing the tenants and the society, were chosen as the focus of this thesis's process, therefore, it can be considered as a contribution to collaborative planning theory. First of all, deliberative planning seems to be overused in current planning processes in Gothenburg, whereas the real problem - the internal work of organisations responsible for the implementation - remains not addressed. Secondly, particularly in Lövgärdet, there are active associations which are raising the voice of tenants and represent them more and more actively e.g. through Lyftet. Finally, in the intermediate democracy system which is one of the invisible context layers of our times, architects must admit that political circumstances are affecting their design practise. They need to be aware of "requirements and opportunities for productive, if inevitably political, deliberative practise" (Forester, 1999). Hence, what ought to be done in Lövgärdet is to focus on stakeholders' collaboration (more

"access to failure is always more difficult than access to success"

(Czarniawska, 2017)

The goal was not to reach a consensus, which on contrary to intended effect, often brings decrease of interactions and stagnation what at the end can become more 'collective passivity' than a structure engaging for action.

specifically its lack and reasons of it) than searching for the design solutions by shifting responsibility to the society.

WORKING LOCALLY

Grounding the project strictly in the local context is associated with the adopted strategy. In common practise of the city projects or initiatives are often focused on the subject (e.g. safety, equality) not on the place. This thesis is opposing such approach based on belief that problems in the neighbourhood scale should be approached through tailor-made solutions rather than a generic approach. "Understanding spatial situations as local microenvironments, which obey specific rules and mechanisms" (Miessen, 2010, p.67) in the authors opinion was crucial for this project. However, the identified complexity was not fought.

ACCEPTING THE CONFLICT

The complexity in this thesis was seen as "an opportunity to engage" (Miessen, 2010, p.30) rather than a hinder to solve. The goal was not to reach a consensus, which on the contrary to intended effect, often brings a decrease of interactions and stagnation which ultimately may become a more 'collective passivity' than a structure encouraging for action. It was to maintain the conflictual setting by giving it a framework with help of which the opposing powers can be turned into involved, active and participatory actors supporting the long-term collaboration. Consensus, therefore, cannot be seen as the final solution, but rather as a bait-word to raise stakeholders' engagement, which is the true solution for the current impasse. The way to it is much more valuable than reaching the unanimity itself.

Instead of persistently resisting the nature of this world in which everyone has interests, one should look at it from a different perspective. The understanding that different interests are elements of the same puzzle, rather than a problem to overcome (as one might think, looking at the matter from just one angle) can allow building a comprehensive picture of the micro-political environment of the place.

It is particularly important to apply principles of constructive criticism in the Swedish context. According to Swedish law, all municipal planning projects need to be consulted with society. However, the public consultation is not required in investments based already on these master plans, as it is perceived that the participation was well fulfilled on the municipal level. Looking at the context from the side of society, their involvement is also more reactive than proactive, which means that they are engaged only in a situation of conflict, rather than on an everyday basis. Therefore, if such model already exists measures should be taken to involve the public outside conflict situations as well to train to disagree productively in the conflictual setting. In the context of Lövgärdet, the stakeholders should not avoid conflicts (as they are those what is most interesting) but to learn to state disagreement constructively and how to become 'friendly enemies' where they acknowledge both their differences and commonalities.

LEARNING COLLABORATIVELY

As Miessen (2010, p.95) says – due to the fact that "today's networking culture is based on consensus rather than conflict, it merely produces multiplications,

but rarely new knowledge". However, the conflict can be the same unproductive unless we learn how to use and facilitate it for our advantage. Whilst creating a reflective thought within ourselves don't require taking any strategic steps to achieve it, the social conversation needs our logistic support. Within ourselves we have no struggle with different backgrounds, language barriers or different points of view and all the 'participants' are present at one time and at one place. However, our thoughts are not enough to broaden our knowledge. As Bruffee aptly wrote (1984, p.640) "to think well as individuals we must learn to think well collectively – that is, we must learn to converse well". Moreover, the environment in which we converse also matters. Having a diverse conversational environment, which is not closed to a group with "the same code of values and assumptions" (Bruffee, 1984, p.642) can open up our practise and help to step out of the convention set by our mind or companies' standards. This is particularly needed in the context of dealing with the global changes and complex societal issues, where the current means failed and there is a need for redefining the goals and, therefore, methodology. Accordingly, by implementing principles of collaborative learning, the thesis methods focused on giving an opportunity for stakeholders to learn together through discussing common issues and deciding the desired result of the collaboration. Besides this, collaborative learning allows to challenge each other presumptions "by negotiating collectively towards new paradigms of perceptions, thought, feeling and expression; and by joining larger, more experienced communities of knowledgeable peers through assenting to these communities'

interests, values, language, and paradigms of perception and thought" (Bruffee, 1984, p. 646). Being relieved from dependence on their own knowledge, discussion members can work together on understanding and building an ability to jointly analyse the topic and set common goals. This process of 'negotiation', can be facilitated by a person who helps to "negotiate the rocks and shoals of social relations that may interfere with their getting on with their work together" (Bruffee, 1984, pp. 644-645). In the end, collaborative learning can contribute to establishing a community between a group of discussion members, which is important in the context.

BRIDGING THE GAP

In the world where our views can be easily presented through media oriented on representing a single story, we are easily falling into a dualistic perception of the world where 'I' or 'we' stand always in opposition to 'they'. According to H. Rosling, O. Rosling and A. Rosling Rönnlund (2018), the reason for such world perception is our 'gap instinct', which creates an image of world divided into two parts, while usually the reality is not polarised at all. Such perception is not only limited but also untrue as research proves (Rosling, H., Rosling, O. and Rosling Rönnlund, A., 2018). As Olga Tokarczuk said in her Noble Lecture (2019) "We live in a reality of polyphonic first-person narratives, and we are met from all sides with polyphonic noise. What I mean by first-person is the kind of tale that narrowly orbits the self of a teller who more or less directly just writes about herself and through herself". Further, she highlighted that how we think and speak about the world have a high importance. Tokarczuk expressed the need of going "beyond the

"to think well as individuals we must learn to think well collectively – that is, we must learn to converse well"

(Bruffee, 1984)

"to say that architecture is political is to state a truism; to say that architects tend to avoid politics is to assert a generality"

(Awan, Schneider & Till, 2011)

limits of our ego" and creating "an entirely different, as yet unimaginable narrative in which everything essential will be accommodated". Reflecting on this, the author tried to take a step towards such a way of narrating the reality.

This was done by adopting a role of a dialectical societal entrepreneur (Figure 9). Part of this role was to track the process and involvement of the stakeholders to gain "a deeper understanding of each other's conditionality, views and interests" (Jordan, Andersson & Ringner, 2013, p.62). On the other hand, the author working in collaboration with the company First To Know was part of their role as an operations-centric societal entrepreneur. The company's goal is to establish a long-term project, which will aim at solving the societal problems in Lövgärdet.

As Awan, Schneider and Till (2011, p.38) state: "to say that architecture is political is to state a truism;

to say that architects tend to avoid politics is to assert a generality." The author being aware of the fact that architecture goes far beyond what we see was finding herself also in the role of a spatial agent. This attitude required consciousness of the political context of work and using the invisible process as a primary way of achieving the pedagogical outcome of raising stakeholders awareness and creating an effect which could also affect the visible layer of the context.

In response to this complexity, the author chose first to individually perform a thorough stakeholder analysis and create a methodology framework for scaffolding to support stakeholders in their collaborative work on solutions. This approach is somehow in the middle of two routes suggested by Jordan, Andersson and Ringner (2013).

Last, but not least, the author (through adopted roles) wanted to manifest the fact that architecture
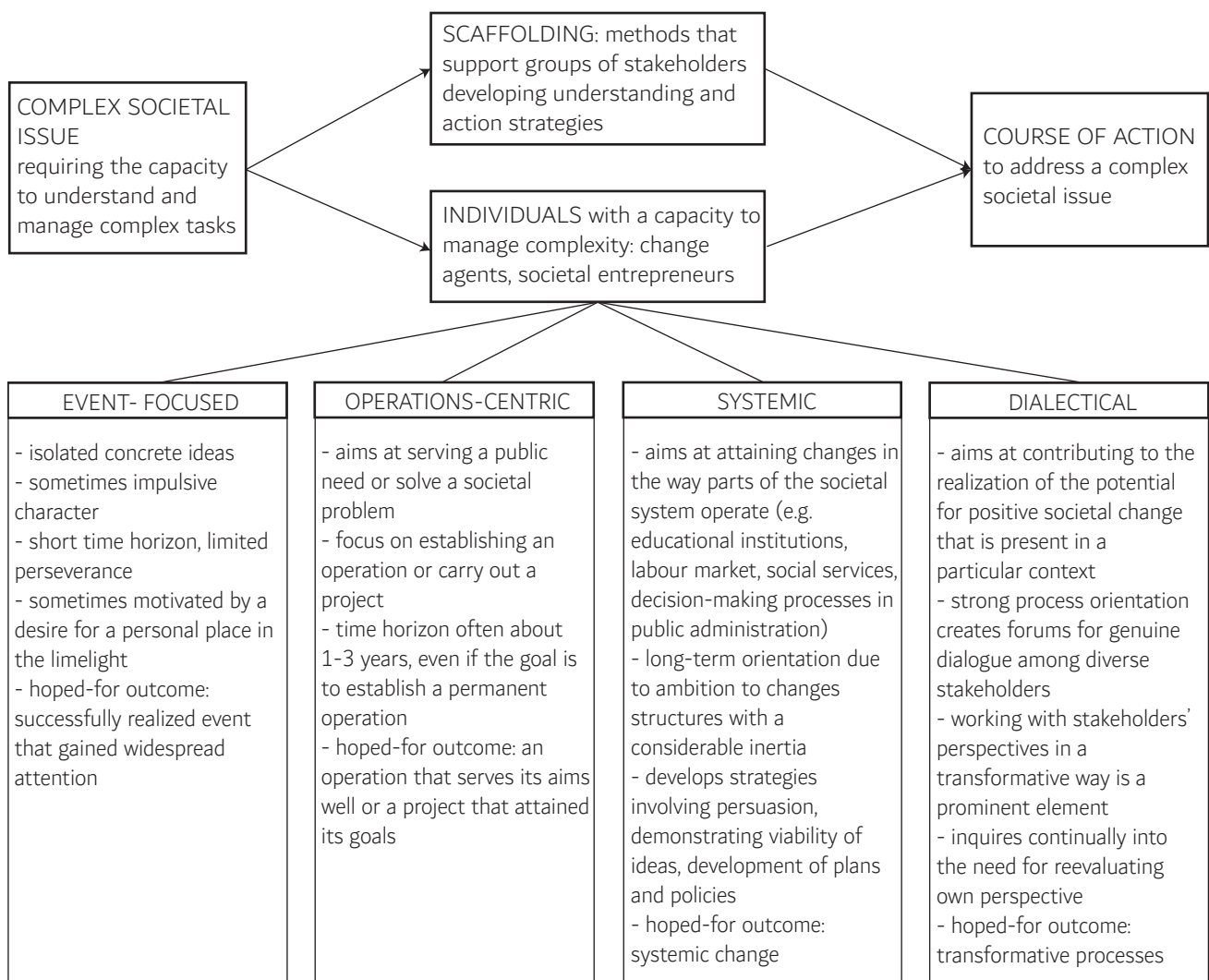
Figure 9. Way of dealing with complex societ issues and types of societal entrepreneurs. Based on *The Spectrum of Responses to Complex Societal Issues: Reflection on Seven Years of Empirical Inquiry (Jordan, Andersson & Ringner, 2013).*

in world of emerging inequalities and societal problems should go far beyond Vitruvian features of good architecture (Firmitas, Utilitas, Venustas).

THE THESIS PROCESS & METHODS

The theoretical deliberations presented in this chapter are part of the first phase of the thesis – setting approach. The main body of the process contains two main intertwined parts: recognition of the situation (research) and acting (design). The first one consisted mainly of a process of stakeholders mapping and visualising relations between them and their characteristics. The second part focuses on creating methods (which became the design outcome of this work) for both finding suitable collaborators for the target group and managing complex stakeholders' relations identified in the recognition part. The final phase – reflections – is evaluating the overall process of the thesis.

The main aim of the stakeholder analysis was to elicit information and get closer to defining thoroughly and finally, the invisible context layer of the area (which is not completely possible, but this should not justify lack of trials to reach it).The secondary effect, was facilitation of the understanding each other by the stakeholders and gaining mutual trust.

The tools chosen to support the further process of designing the strategy were based on identified stakeholders' needs for scaffolding. Subsequently, methods were chosen to develop stakeholders' capability to hold a long-term collaboration process aimed at working with the goal identified by them.

THESIS PROCESS
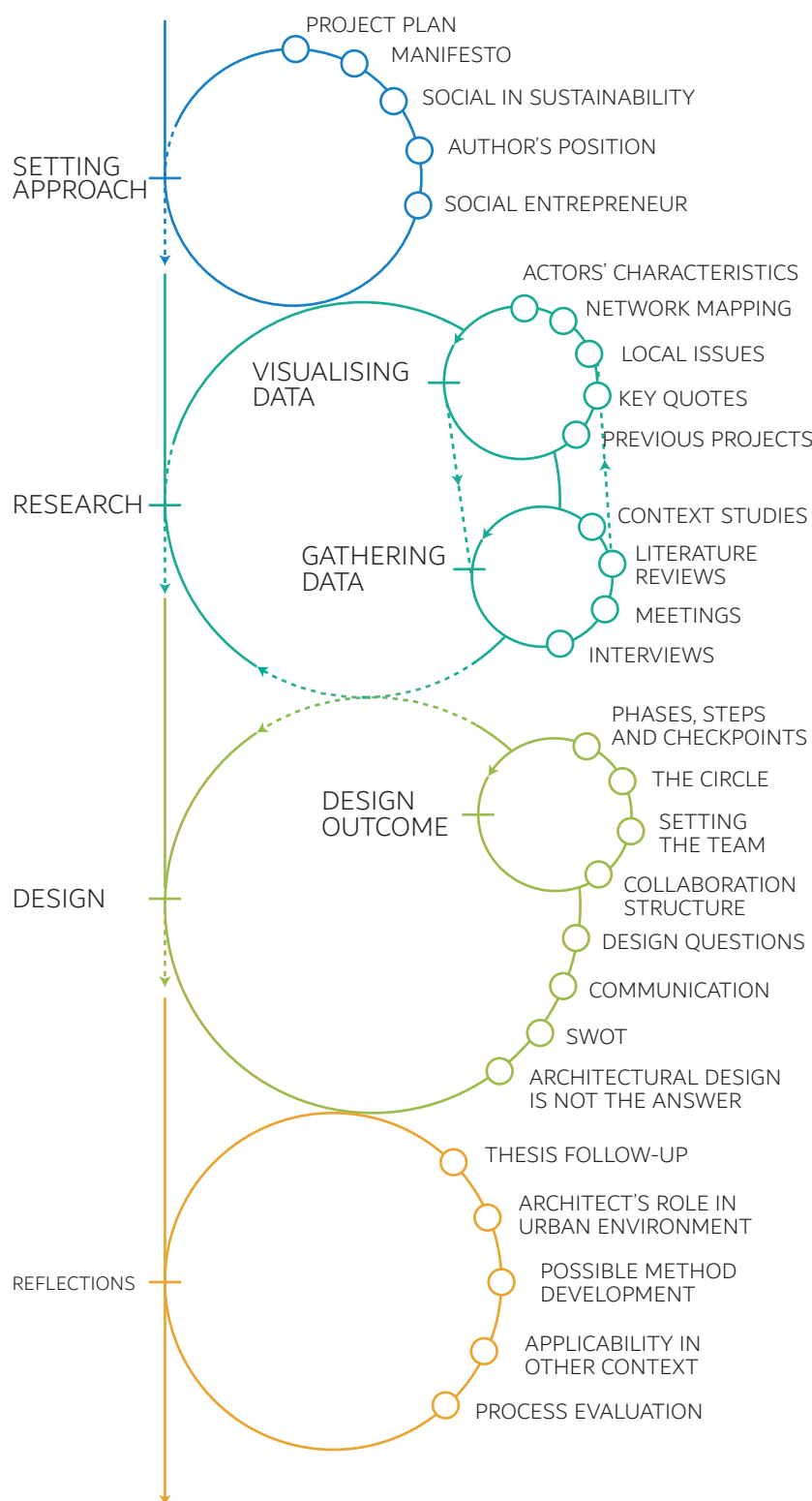
Figure 10. Thesis process. Author's production.

UNDERSTANDING THE INVISIBLE

RESEARCH PROCESS AND GATHERED DATA

The chapter explains the main research, collected and visualised data. Through methods such as mappings, designed along with the research, it visualises the interview process, local problems, invisible social network, characteristics of stakeholders and analysis of previous projects in the area.
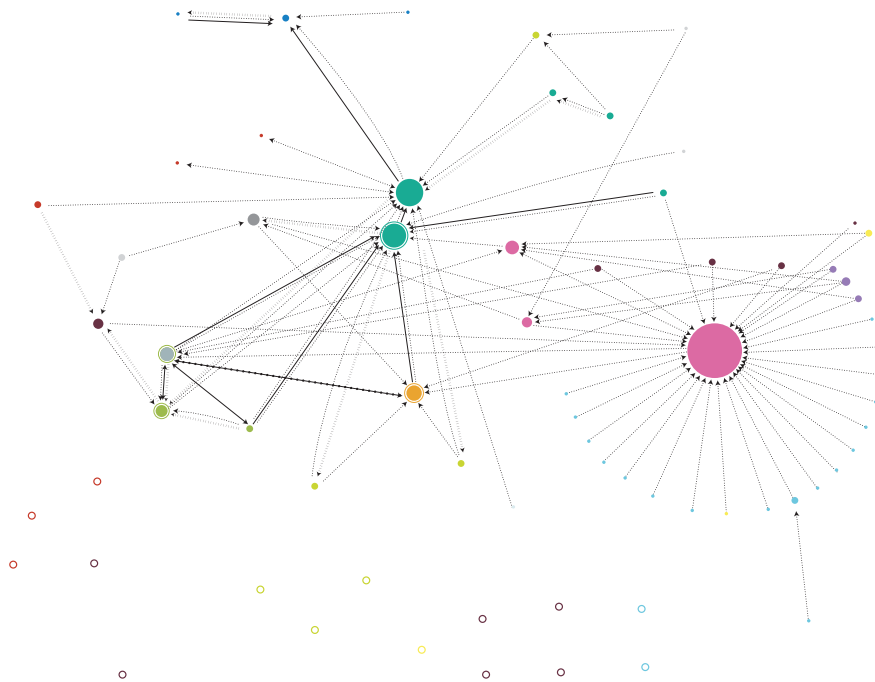
PRELIMINARY KNOWLEDGE

The thesis, as mentioned before, is a follow up on The Summer Space project, which main research outcome is presented in Figure 11. Data for this mapping was collected through interviewing 2% of Lövgärdet's population. The masters students, who were leading the process, together with high school students designed questions. The high school students were conducting the interviews during different times (mornings, middle of the day and evenings) and days (both working days and weekend) while walking in the whole area of Lövgärdet. Accordingly, the interviewed group reflects age statistics about the demographics of the area. Main inquiry of these interviews was to know more about local needs, about things to improve or develop from the tenants' perspective.

Another source of this mapping was information about desired development directions from housing companies – Framtiden, Victoria Park and Poseidon. However, their suggestions haven't influenced the process of gathering data. They were included just during combining data for the final graph to be able to keep objectivity and distinguish the tenants' perspective from the companies' perspective.

What becomes distinct is that the main concern which should be improved in Lövgärdet is communication. Therefore, this was chosen as one of the subjects of this thesis.

APPROACH FOR COLLECTING DATA

The methodology was based on cause and effect relationship and its focus was to explore qualitatively the power relations in Lövgärdet and setting a goal for this thesis based on obtained knowledge. During the process of collecting data, the opinion or will of the author is not a driving force for the thesis topic choice. The main methods for gathering the data were interviews, meetings and literature reviews.

The first step aimed at representing data about active stakeholders in the area. At this step, the author collected data about their presence, power, influence in the area and projects or collaboration groups they were participated in. This led to analysing who has the most connections and is responsible for decisions in the area. These conclusions were used to deduct
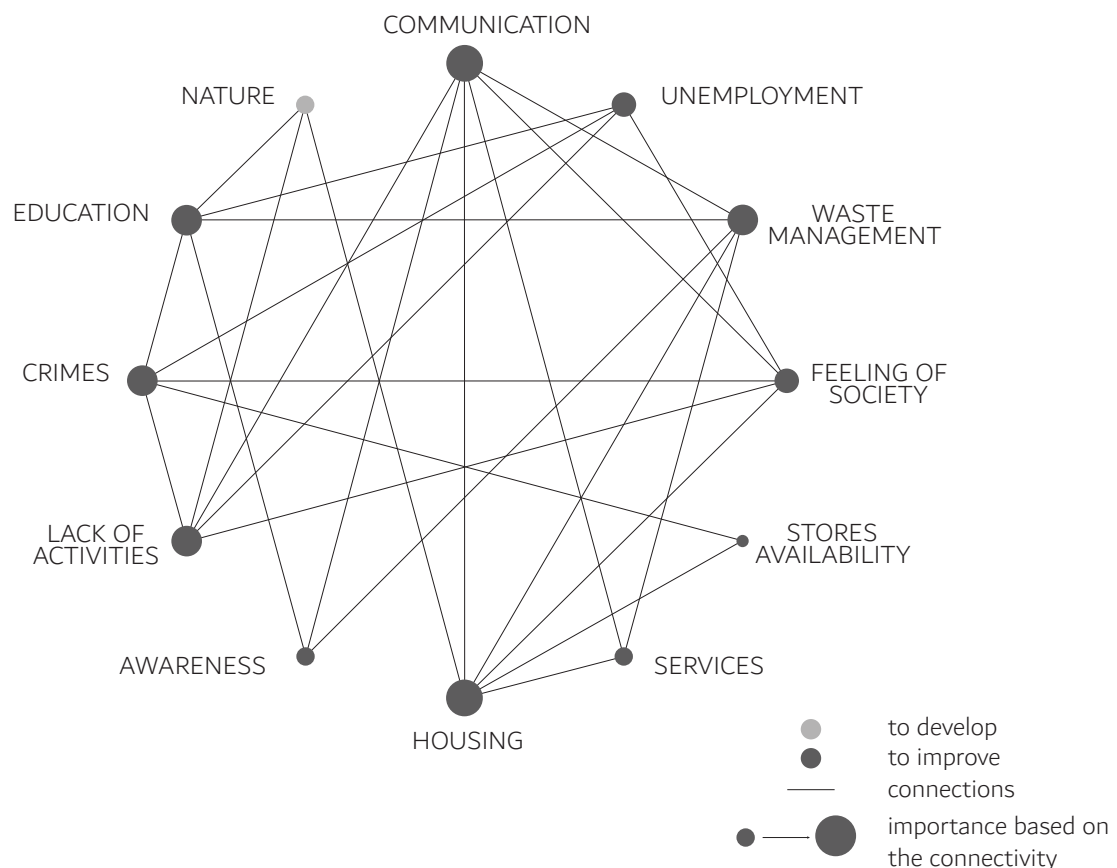
Figure 11. Issues in the area. Author's production based on work during The Summer Space.

the target group. The second step was to examine previous projects located in Lövgärdet to learn more about their strengths and weaknesses. The entire research process was the basis for deciding what the thesis should be about.

COMMUNICATION WITH THE STAKEHOLDERS

The main communication strategy is to impart complex data through graphics, which not only accommodate a lot of data but are also accessible and clear for various stakeholders. During the process of interviews, the author was presenting current material at the beginning of every meeting to explain and update interviewees about the progress. The author not only received valuable feedback on the graphics but also pushed the discussion ahead with their help. This allowed to create the iterative process of improving the graphics and communication. To reduce confusion and distance to respondents, who have little to do with architecture per se, the author tried to avoid the use of architecture jargon and academic words. Finally, the thesis report is not only collecting all produced graphics but also has another strategic element. Every chapter starts with a short description (which relates to the content of it) and a graphic, which is meant to be an eye-catcher for the reader. Furthermore, the whole report is framed just like a journal to help the unaccustomed (to analytical graphics) eye follow the information and the whole work.

THOUGHTS WORTH HIGHLIGHTING

The interviews and meetings were conducted from the beginning of the work till the very end. They allowed not only to collect data for the analysis, but also to better recognize the motives and perception of various stakeholders. The quotes in Figure 12 express several important aspects of the current situation in this area, and also indicate the possible direction for tackling these issues. The authorised transcripts of the interviews (which are the source of the quotes) and the personal notes from the meetings are attached in the appendix. The author is authorised to use in this thesis the names of interviewees presented in Figure 12.

During the first half of this thesis the interviews were conducted in person. Due to Folkhälsomyndigheten (English: The Public Health Authority) recommendations in connection to coronavirus pandemic, from then on the interviews were conducted through phone calls, video calls or as written texts.

The author didn't want to impose the outcome of interviews by a stiff structure, but rather allow the social interactions lead the process. The aim of such approach was to create a thread (the data collection of this research) on which the beads (information, emotions, feelings from the subsequent interviews) could be threaded to finally create a piece of jewellery (a completely consistent product), where each bead have it source in previous one and affects the next one. This consistently and systematically built a more holistic picture of the people, situation and therefore, of the area instead of collecting information which just support previously set assumptions.

Following this approach, each interview differed from another. There have been a few fixed questions concerning the role of the interviewees and the organisations they represent, difficulties of working with others and the positioning of the interviewee & the organisation among others. After these introducing questions, the interviews were led in an organic manner by following the issues highlighted by the interviewees and stating questions aiming at getting to their root cause.

In order for the process to guide discussion topics and work development, up to three meetings were planned in advance. This ensured the relevance and consistency of the "thread" in interviews.

PUBLIC SECTOR
PRIVATE SECTOR
ACADEMIA
SOCIETY

● THE THREAT

24/01/20   First to know
Per Östling, Christer Owe

"There is a need to complement **lack of local strategies** for development and partnership which would support development"

06/02/20   Victoria Park
employee

11/02/20   Lyftet
Håkan Giselsson

"Other projects **failed** because of **limited topic**, they were not concerning all the place (Lövgärdet)"

"We try to establish personal relations, to **build trust** and understand their values and needs and try to **mobilise** them."

"There is **no one decision-making organ**. There were many projects, but no one took responsibility of implementing them."

13/02/20   Göteborg Energi
Eric Zinn

"The most important decision criteria [for Göteborg Energi] would be the **expected outcome** compared to the invested time and money."

13/02/20   GU
Pia Andersson

"The process [of Perspective walks] **finished** when it fulfilled needs for research, it was not carried on further."

21/02/20   GU
Lasse Fryk

"In Hammarkullen there are intersection organisations. (...) They go in-between, they try to **connect, go in-between**, they try to connect things to **be stronger together**."

"Academia need to **be trained** for the core mission, but also to be prepared for a **changing community**."

"Constant isolation of these areas [Gårdstan, Hammarkullen, Lövgärdet] and viewing them from a **top-down perspective**, trying to say that we know how to organise this – **it is very dangerous**."

"In my picture in Gårdsten or Lövgärdet, the public sector is as split as civil society. Civic society is **mirroring the public sector** in structure."

03/03/20   Framtiden
employee

"At the end of 2019 Gothenburg set a new budget for the whole city where we are included in. This budget (...) says that we as Framtiden, with our whole consortium (including daughter companies) are going to work together with other committees (Swedish: nämnder) and Board of Directors (Swedish: styrelsen) to get all the 6 particularly vulnerable areas (Swedish: Särskilt utsatta områden) in Gothenburg **away from the list** by 2025."

06/03/20   Polisen
Helene Ramsmo

"I think, that the housing companies should be **more 'doers'**."

"The government programme Tillsammans mot brott (English: Together against crime) obligates us to work with society. I think it's right to involve everybody because **we cannot solve problems ourselves**."

11/03/20
employee of company involved in IOP

"All of them [stakeholders in IOP] say that they are going to work with the society, they are going to listen to them, work with empowerment, but **they have already made their decisions**."

"I am **a little bit worried about civic society**, to keep them well represented when we have so many other stakeholders."

PUBLIC SECTOR
PRIVATE SECTOR
ACADEMIA
SOCIETY

27/03/20   Poseidon Bostads AB
Per Olsson, Daniel Lagerås

"We have received **a strong mandate** from our politicians to invest in Lövgärdet and work on removing the stamp as a particularly vulnerable area."

"The prerequisites for us to succeed in Lövgärdet are **dependent on our cooperation** with Victoria Park being as successful as we believe and hope."

06/04/20   used to work in Framtiden
Tobias Kristiansson

"A representative [of the society in the steering group] shouldn't be a strong person coming from a certain community, but rather a person who can **get the voices heard**. (...) This would strengthen the **democratic** process. "

"If I look at the mapping of connections between stakeholders from the time when I worked in Framtiden, this would show me how much **I have to collaborate** with other people."

16/04/20   Sweco/Chalmers
Kajsa Crona

"To have a good dialogue, to come through with big ideas you have to first **listen carefully** what are they saying. "

"This is the hardest struggle in work of architect – to try to **teach** contractor **the qualities** they could do if they only could pay a little bit more money."

"Problem of engagement appears wherever you go. We tried to make happy events that would present what is going on and try to reach the interest from the children, cause as kids come then parents also join. (...) That was our strategy – **to be part of happy events, not create new special events**. Trying to see what kind of days are there already in traditions and trying to strengthen them instead of inventing something new. "

20/04/20   Hyresgästföreningen
My Welther

"Especially in Lövgärdet, which have very strange architecture, it's not a place where is easy to meet. There is a lack of natural meeting places there. So when you have that kind of neighbourhood you have to work much more to **bring people together**."

"When Stena disappeared, it [Kryddan] became insecure. Victoria Park was **not a strong supporter** of Lövgärdet and for the project."

"The **lack of confidence** in the neighbourhood made it [Kryddan work] difficult."

04/05/20   Lövgärdesskolan
Eva Looström

"I am not the one who comes from another part of the city and tell people what to do. **The people** here are those who **decide** what happens here."

"We have a lot of different organisations, which **are trying to do** the same in the area."

"One who is fed is the one who will grow. If we are just feeding that [negative] **part of the reality** after a while it will be the only one left."

Figure 12. Interviews process. Author's production.

The main lesson learned from the interviews is knowledge of the relationship between the individual stakeholders. It is visualised as a power relations mapping presented in Figure 13 based on the social network analysis (de Nooy, 2010). The network consists of nodes representing stakeholders and lines expressing the connection between them. Presented network is a multi-mode and multi-network model – it accumulates different types of both stakeholders and relations between them. However, the graphic is not only collecting the data but also became a communication tool. It was used during the interviews and been continuously developed through the gathered information. Besides visualising the connections between different actors, it also allows to know more about the character of different stakeholders. It can be noticed on example of Poseidon Bostads and Victoria Park, who are more involved in the decision making with a small group of other stakeholders whereas Lyftet work in wider collaboration. Furthermore, the mapping allows to understand the structure of the network, which is fragmented, yet centralised (there is a high difference between actors' activity and amount of established connections, whereas some are completely disconnected). Contrary to appearances,

being connected with many other stakeholders is not always an advantage. Having many, but similar, ties can create a loop where the same information is exchanged over and over again, while the most valuable are links between different types of entities (even if they are weak) because they allow the exchange of new information.

What becomes clear thanks to the mapping is that the location of the three decisive stakeholders (SDF Angered, Victoria Park and Poseidon) in the vertices of the triangle gives them almost exclusive control over the decision-making process. Consequently, such configuration lays the responsibility on them for actions, but also for the current status quo. There are two things which could improve this state. Firstly, there is a structural hole between Poseidon Bostads and Victoria Park, where the lack of a binder is clear (closer shown in Figure 13a). Filling this gap would allow an exchange of knowledge and awareness of each other's actions The missing connection was added though an agreement signed in March 2020 (during this work, however, not related to it), which was preceded by several months of negotiations between these companies. (Victoria Park, 2020). Secondly, in the current power arrangement, there is a lack of an organisation with a different character and structure than the mentioned stakeholders. Empowering other
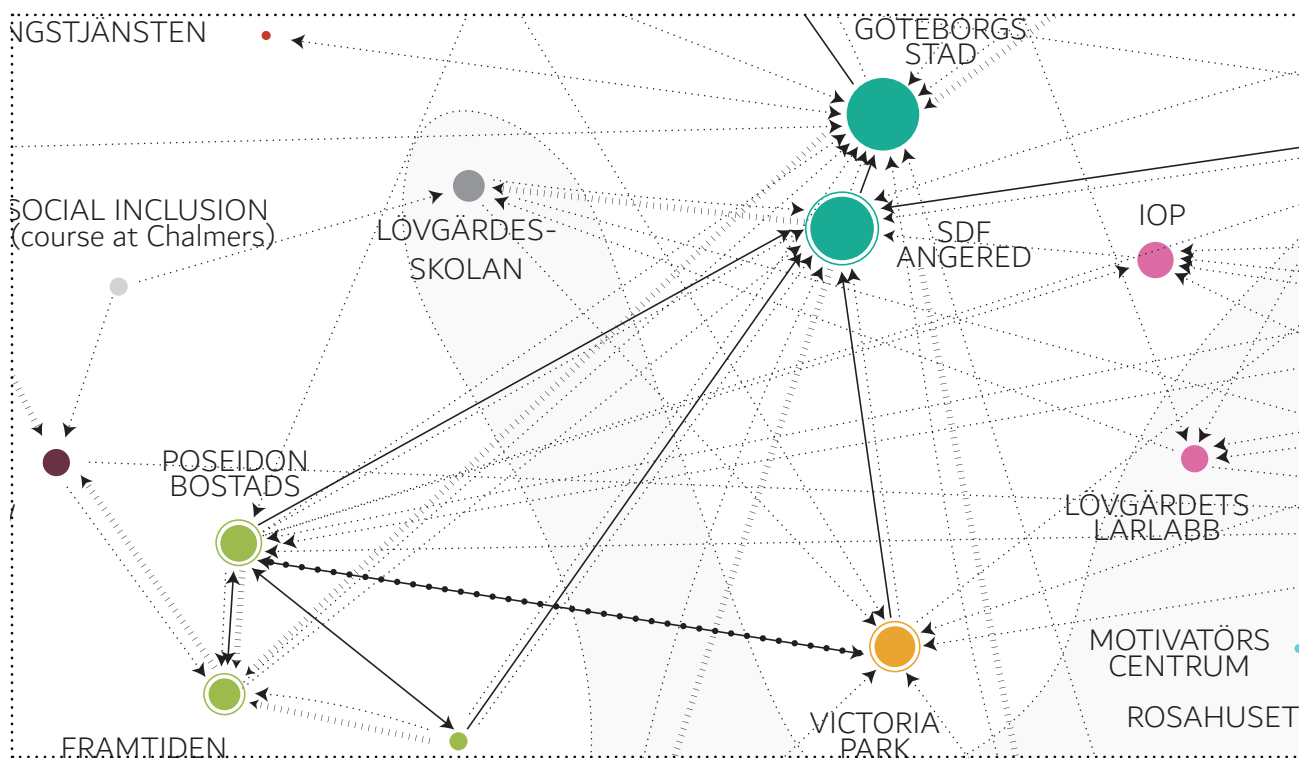
Figure 13a. Zoom into a part of the social network - the triangle of the decision-making. Author's production.

WHO IS IN CENTER OF DECISION MAKING? WHO HAS THE POWER? WHO HAS THE CONTACTS?
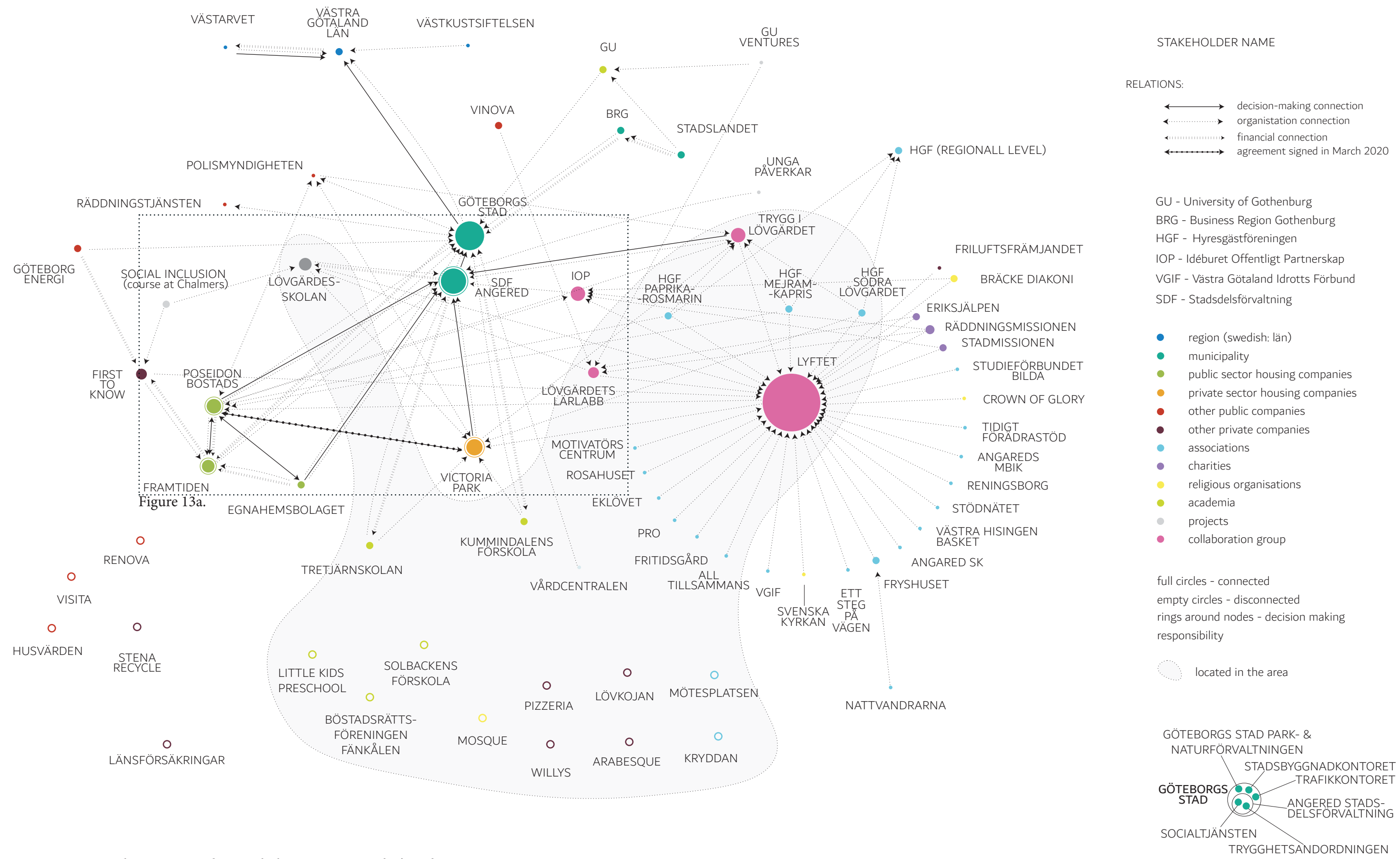
Figure 13. Power relations in Lövgärdet - social relations mapping. Author's production.

stakeholder could bring new perspectives as well as make actions more objective, These two factors were therefore crucial for identifying target group in the process.

Finally, Lyftet is having the most connections, yet no power or legitimacy. This collaboration group showed that by being an 'umbrella' for many other organisations a single stakeholder can gain importance without a background in the local politics.

STAKEHOLDERS' INTEREST

Crucial in the assessment of stakeholders' possibilities to fit certain roles in the process is to know their characteristics. This data, collected through interviews and assessed by the personal view of the author and interviewees is presented in Figure 14.

The stakeholders chosen to be represented in this mapping are those which have 4 or more connections in power relations mapping (actors with 10% of the lowest connectivity factor are not going to be considered further). This allowed choosing 17 actors who already showed the ability to connect to the network of connections and therefore, engagement in the case of Lövgärdet. This engagement was assessed through 4 categories: inactive (ignore stakeholders' concerns), reactive (act only when forced to do so), proactive (try to anticipate stakeholders' concerns) and interactive (actively engage with stakeholders on an ongoing basis of respect, openness, and trust).

In the field of values, public institutions represent more interest in social values than private entities. In the field of competence, lack of the design one can be clearly seen - only Chalmers University can deliver design to some extend (by Social Inclusion group student projects). Furthermore, if it comes to societal involvement Lyftet is the only one which can provide it to a wider extend. One common trait of most stakeholders is good knowledge of procedures. Finally, currently, the control is lying between 3 companies - Framtiden, Poseidon and Victoria Park - from which all of them are housing estate companies.

What is worth noting, the described character represent views of several stakeholders from different periods of their work and may change with time. This can be seen on the example of Poseidon and Victoria Park, who (as mentioned before) signed an agreement aimed at the local work in the area. This shows that working together can influence the character of

actors and make them more engaged in social aspects. The graph is also visualizing the local diversity and helps to realise that the situation of Lövgärdet is not dependent on any single stakeholder, but on things which happen in between of them.

STAKEHOLDERS INTEREST, VALUES, ENGAGEMENT MODEL, CAPABILITIES AND CAPACITIES
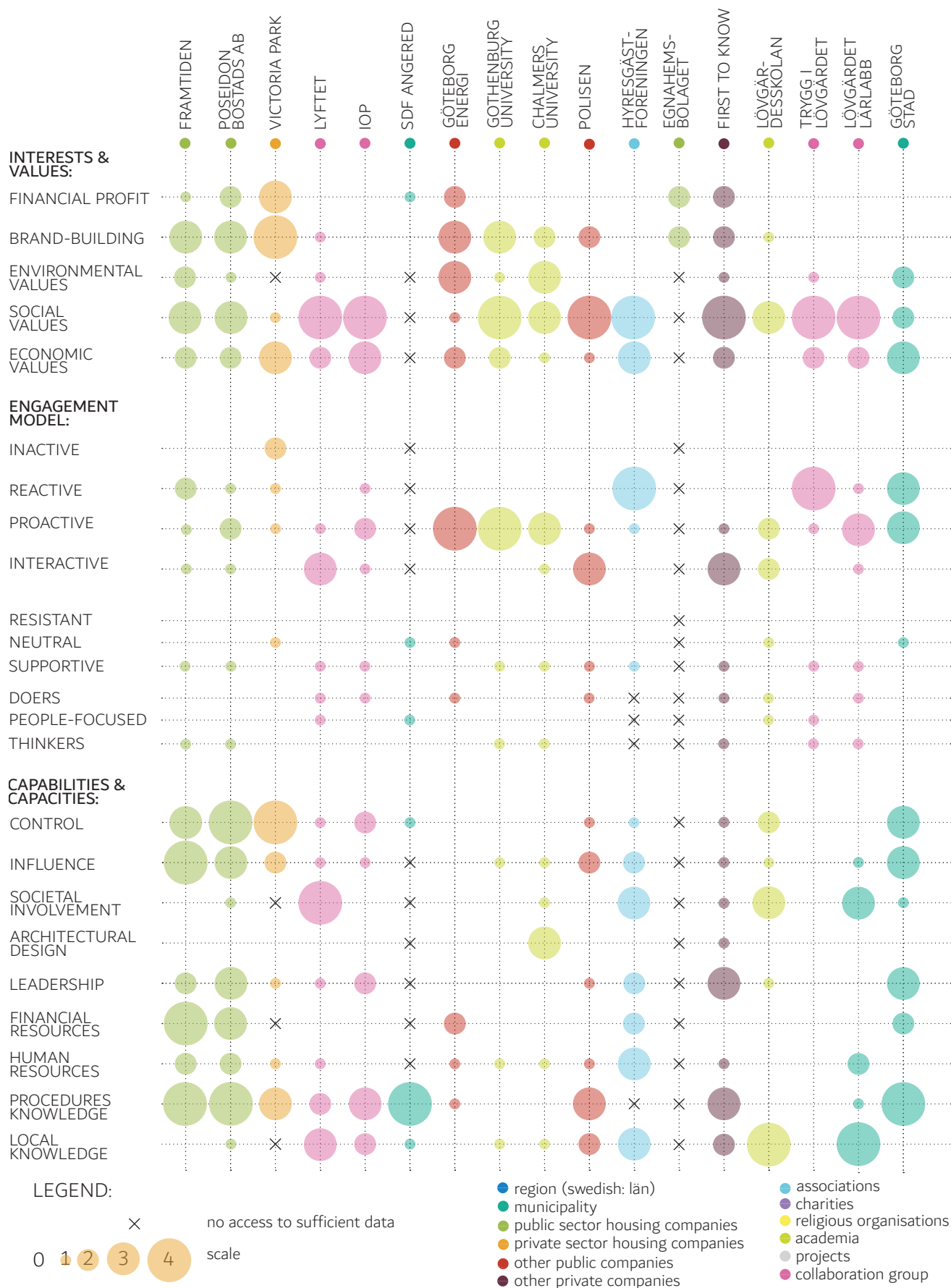
Figure 14. Stakeholders characteristics diagram. Author's production.

LOCAL PROJECTS AND COLLABORATION GROUPS

The summer space
When: summer 2019
Who: First to know, Framtiden

The team of this project consisted of master students and high school students from Angeredsgymnasiet. Methodology of this project was based on collecting the data from the interviews and suggesting changes in 4 areas of Lövgärdet.

Perspective walks
When: 2009
Who: Pia Andersson, University of Gothenburg

This research project aim was to test TIP method, where several small groups of participants from society were involved.

Social Inclusion
When: 2019-2020
Who: students from Chalmers University of Technology

Project made within one of architectural design studios at Chalmers University of Technology. It's aim was to involve and express kids' perception of the central part of Lövgärdet and showcase how the change could look like.

IOP
When: started in 2019
Who: SDF Angered and several actors from public sector

It's main goal is to create meeting places in Lövgärdet and Hjällbo.

Lyftet
When: started in January 2019
Who: 30 parties such as schools, religious associations and charities

The purpose of this collaboration group is to work on improving the Lövgärdet to remove it from the list of police areas at risk.

Lövgärdets Lärlabb
When: started in December 2017
Who: Lövgärdesskolan, the Rescue Mission, Erikshjälpen, the City of Gothenburg, GU Ventures.

The aim has been to help students raise their results in school, by developing and testing new ways of sustainable collaboration between idea-based, public and private actors, as well as the academy.

WHAT HAPPENED WITH OTHER PROJECTS?

During the conversations, interviewees mentioned several projects done or ongoing in the area. Basic facts about the projects are presented on the left.

Figure 15 represents the strengths and weaknesses of these projects and collaboration groups based on the relations of people leading them or taking part in them. The grey projects are the once which are closed, whereas the black one is those which are ongoing. As it can be seen, for each of the project the strengths and weaknesses create a different balance. Concluding from the gathered data the projects or collaboration groups which are more successful (namely: ongoing and brought some, both tangible and intangible, effects) are those which involve a wide group of participants, are connected to the society and have some level of decision-making within itself.

The main problem of many finished, yet not implemented, projects seems to be their short-term character and detachment from long-term strategy (and therefore, having no further consequences or influence). The projects performed with wider societal involvement are though more successful due to avoiding dependency on one person. Although such initiatives as Lyftet or Lärlabb are influencing positively the situation in the area, there is a lack of strong initiative driven by a diverse group of stakeholders, which aims at long-term work but is also able to implement the decided strategy.

CONCLUSIONS FROM THE PROCESS

The main conclusion from this process is the lack of communication between different stakeholders, even within the same sector. Secondly, the communication is hindered by both connections complexity and the presence of many actors in the area.

There is a need to compose a team in a way that collaborators complement and balance each other. Currently, the actors fall within each other's competence. This is because they often have the same goals, but they work in parallel and not together. As vividly described Pressman (2014, p.66) such situation reminds a state when "the same people try to bake a single pie by all doing the same thing - there would be a significant amount of wasted effort. Many do not lend themselves to all members of the team engaging in the same activity." Instead of doing the same, each of the collaborators should have a role which contributes to the development of the group.
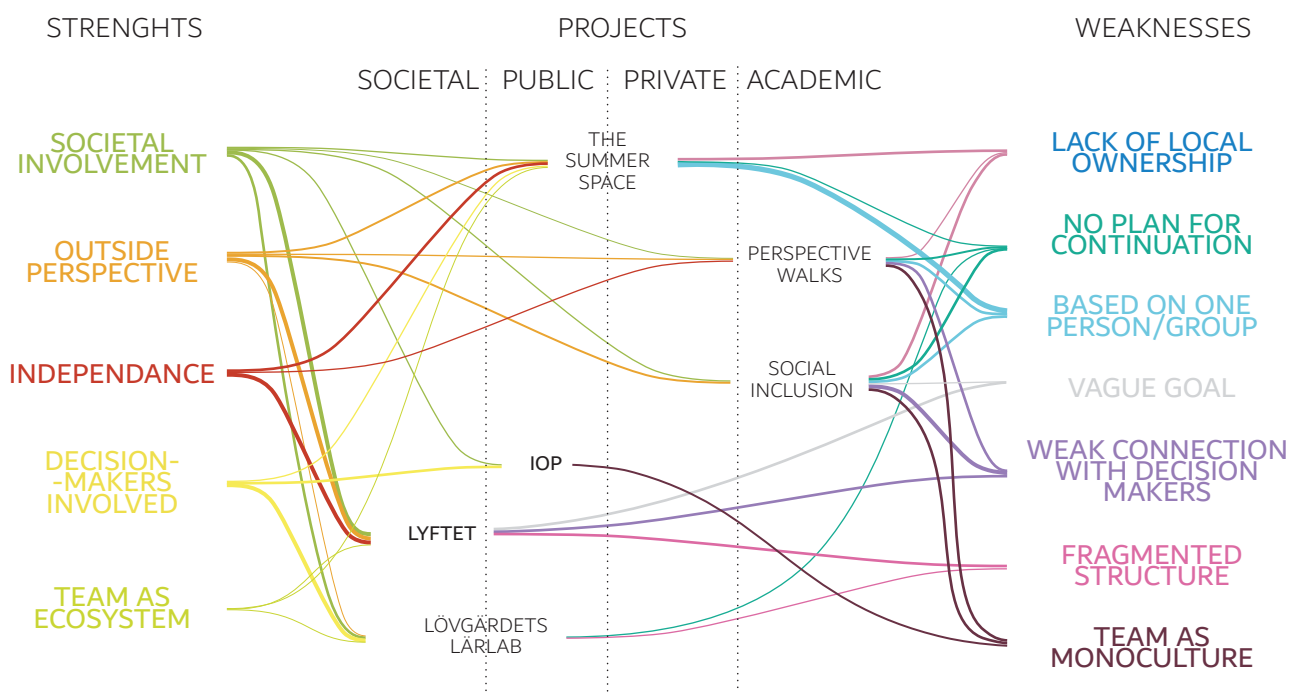
Figure 15. Other projects' strengths and weaknesses. Colours representing different qualities are applied for better graphic readability. Author's production.

As it is visible in the analysis, the projects and collaboration groups which are somehow connected to the public sector are more successful. What is more, projects which are based on societal involvement and group diversity are still ongoing, whereas those lacking these elements are already closed. The most common weakness in all the projects is a feeble connection with decision-makers and dependency of a project on one person or group. Although several projects are still ongoing, none of them reached any tangible outcome yet. All of them are still in the goal setting phase and have difficulty entering the real proposal phase.

The difference between private and public housing companies is also visible. While the public sector is quite fragmented, it is interested in this area and has demonstrated efforts to achieve its goals. On the other hand, the private sector is homogeneous, which may help them achieve their goals, but they show no interest in any activities (neither their setting nor joining others).

The lack of private sector involvement appears to be the result of an increased social movement focused on Södra Lövgärdet (Lyftet, night walks, Lövgärdets Lärlabb, etc.). It shows not only the strength of society there, but also the lack of commitment in local issues from Victoria Park side. However, this is not an extraordinary situation as raised activity of the society in a place of conflict is quite common in the Swedish context, as mentioned before.

Generally, the area suffers from a lack of one coherent initiative with strong leadership and fair diversity. Currently, each sector is trying to work individually without major effects. The main goal of most stakeholders (striving to remove the area from the Police list) is too vague and actors do not really know what is needed to achieve it.

TIME FOR ACTION

DESIGN OUTCOME

The chapter describes chosen design approach and project type. Further, it explains the final project, which consists of four parts: collaboration structure, target group choice, the process circle and a guide with phases, steps & checkpoints.
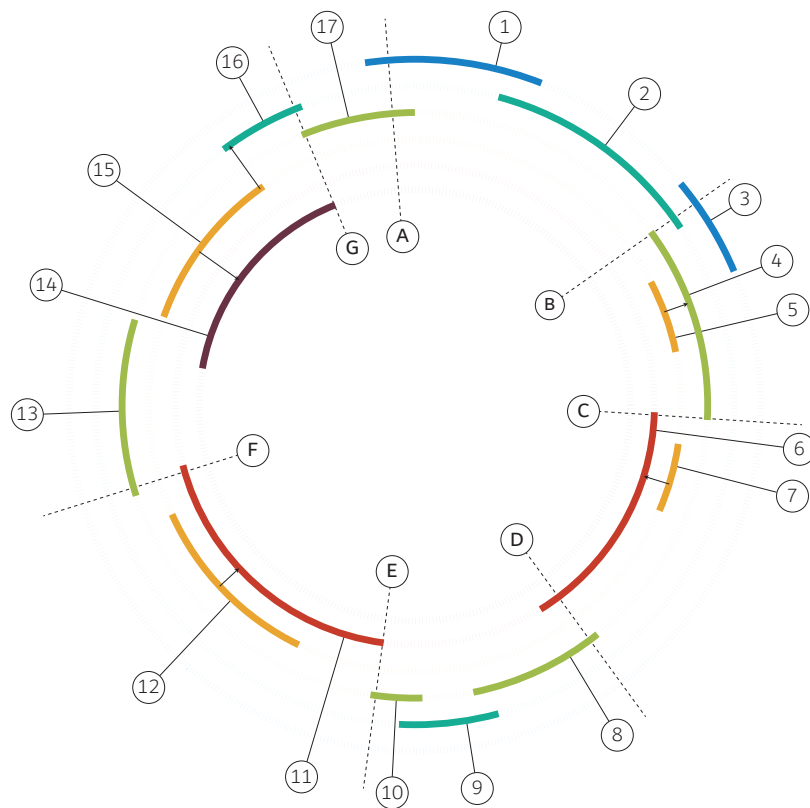
Working in an area characterised by a poor quality of both private and public spaces, outdated housing resources and complex social situation, most architects would think about creating an architectural design that would renew, polish and wash public space. They would do it to prove that completely new buildings and space can improve and change our lives. They can certainly do it, but is it a universal answer?

ARCHITECTURAL DESIGN IS NOT THE ANSWER

In fact, often the situation is much more complex. Places with complex societal problems require a holistic solution based on broad collaboration. In such case architectural intervention should only be part of a possible solution, however not its core. As Roloff explains (2007, pp. 246-247), "whenever a problem or challenge relates to several stakeholders, it is likely to have a complexity that cannot be handled by one actor." Therefore, according to the author, the use of simple, general, well-worn solutions in the context of this thesis is a simple way to failure. The experience of previous projects has shown that they had difficulty going through the decision-making and implementation phase (Figure 16).

So what should be done then? The first design step in this work is to start thinking (before designing per se) how to plan the process to avoid previous obstacles and failures. First of all, one decision-making body should be created with various stakeholders within it. Secondly, project communication must improve. Work on the phase before making a decision should be stepped up, and this can be done by creating a tool for discussions between stakeholders. At this stage, the visions of different stakeholders should be linked to avoiding the struggles that some self-development projects faced at the decision-making stage (e.g. Social Inclusion). The group must see a clear relationship between ideas and a feasible but demanding vision.

Ideals are always attractive, but how to achieve them?

PREVIOUS PROJECTS POSITIONING
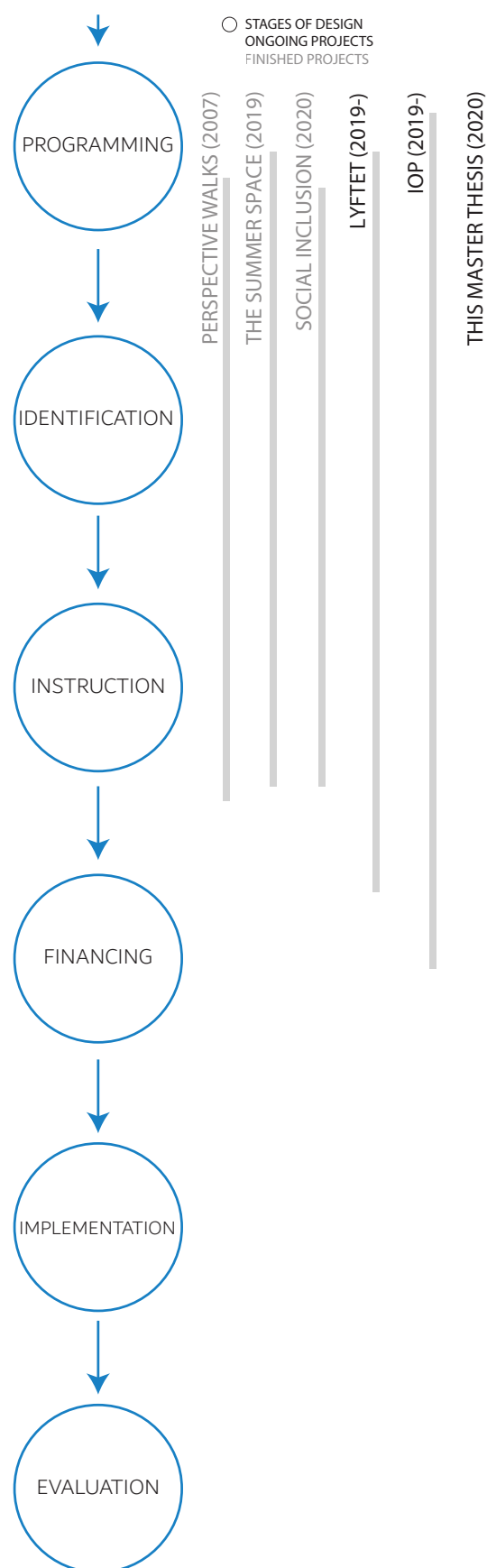
Figure 16. Positioning different projects in the design process. Author's production.

- adding several qualities of different stakeholders - representing different points of views - different business models - tailor-made group - collaborators are strengthening each other - completing each other competences	- conflict (if not worked through) -need for strong engagement and focus from all collaborators -setting everything from scratch
STRENGHTS	WEAKNESSES
OPPORTUNITIES	THREATS
- long-term collaboration - circular, continuous process - collaborators can help strengthen and improve their business models to more sustainable - creating a place for exchanging ideas - can merge all initiatives under one team	- emerging competition - one of the collaborators overtake the team - too many collaborators - lack of diversity if too few of collaborators - problems in communications

SETTING COLLABORATION

Figure 17. SWOT analysis for potential collaboration in Lövgärdet showing among others what threats should this framework tackle and what opportunities should it use. Author's production.

ITS ABOUT DESIGNING RELATIONSHIPS

This thesis proposes the creation of the "Lövgärdet team" - a diverse, competent, open but strong group that would steer the development of this area. However, not only a defined group is needed, but also a new strategy. What supports this solution?

First, establishing one clearly separate group with definite responsibilities and a mandate to act would help simplify the invisible structure of the area. Instead of a network that resembles a nest full of individual branches, the steering group can create a trunk from which all other organizations begin to diverge as branches from the tree. Having a transparent dependency structure can facilitate the handling of these urban micro-policies, save time on knowledge exchange, and thus push implementation work forward. The actors, in order to abandon their systematic and unsuccessful understanding and approaches, must look for new ways, directions, and strategies for local development. Several stakeholders already see this need. Parallel to this thesis, few stakeholders began to take action to solve Lövgärdet's problems more collaboratively. Poseidon and Victoria Park signed an agreement in March 2020, where (apart from other five goals) the goal for 2020 is to establish a long-term collaboration strategy (Victoria Park, 2020). This shows not only the commitment of housing companies but also the struggle and importance of establishing the strategy. Finally, designing a plan for projects, or rather for all collaboration, would allow more efficient use of resources. Having "a shared place where conflicts can be played out" (Miessen, 2011, p. 55) and resources are

combined can eventually break the pattern of parallel efforts and the never-ending phase of thinking about solutions.

However, the idea carries risks. Considering the scaffolding strategy can be difficult when stakeholders have established views (Jordan, Andersson and Ringner, 2013, p. 48). Accordingly, if the strategy is too complex, it can interfere with group's work and instead of the desired concentration of effort cause frustration.

Figure 17 shows the strengths and weaknesses, opportunities and threats that should be considered during this design process.

THE DESIGN PROCESS - CHALLENGES

The master's thesis plan was to create a result through an iterative process of workshops with a group of stakeholders. As mentioned earlier, not only agreement but also target group involvement is important for any implementation method. Due to the outbreak of the coronavirus pandemic (in Sweden - mid-March), personal interaction had to be limited, which affected further project development methods. As a consequence, the author decided to create a project by constantly reviewing the collected interview materials and looking for feedback from those actors who were available and competent, but always relevant.

DESIGN QUESTIONS

What collaboration structure should be applied to make it work?

What roles should collaborators have in the designed structure?

How to sustain circular development process in Lövgärdet?

DESIGNING NEW METHODS - WHY?

Even if most agree that there is a need to structure local development in Lövgärdet, the need for a new solution may be questioned. Several frameworks were considered during the design process, but their use as a whole was rejected for several different reasons. First of all, when identifying stakeholders and selecting a target group, the most common way is to use a power-interest grid or other tools, such as stakeholders influence diagrams, participation planning matrix or stakeholders-issue interrelationship diagram (Bryson, 2003). However, these methods focuses on comparing very few factors and drawing direct conclusions, which in a complex situation is nothing but a harmful simplification. Moreover, all these methods treat the stakeholder as an independent entity and do not look in their interactions with others, or what they can offer in possible cooperation. Finally, as Miessen emphasizes (2010, p. 53), it is necessary to "understand forces of conflict that act upon the environment," so each stakeholder should be considered in relation to a specific context. Mapping

the general characteristics of an organization, without looking at its local representatives and their activities, does not bring much discussion and does not allow to create sufficient predictions of their behaviour in local practice.

With this in mind, the project result consists of four elements (Figure 18). First, it defines the basic structure of cooperation with roles that should be assigned in different groups. Secondly, it suggests a stakeholder configuration that can meet these needs and is based on their ability to complement each other. The next section explains the general structure of a circular process divided into phases, steps and checkpoints. Finally, the last step explains the steps in detail and provides a guide to their implementation.

COLLABORATION STRUCTURE   +   TARGET GROUP CHOICE   +   THE PROCESS CIRCLE   +   GUIDE FOR IMPLEMENTATION
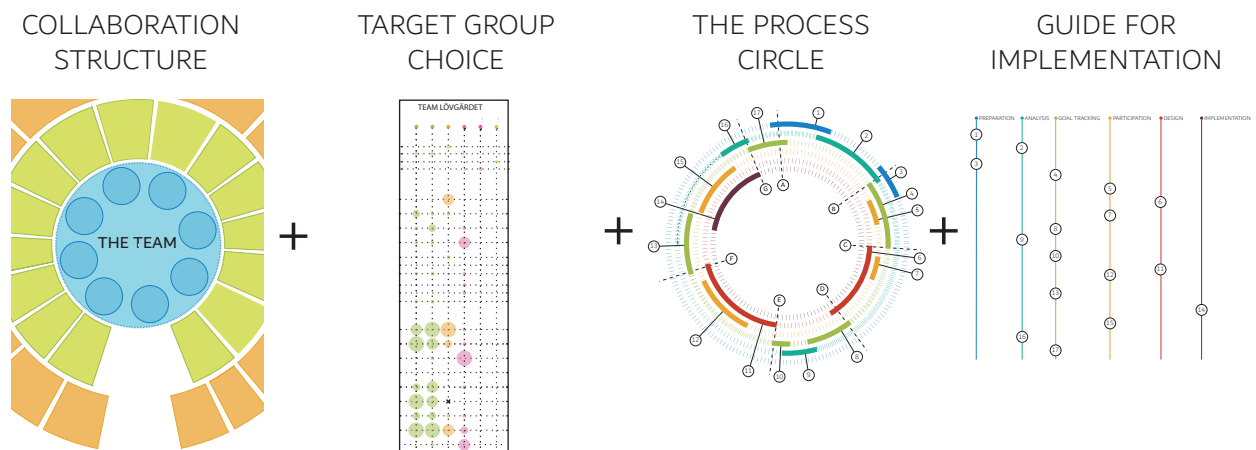
Figure 18. Four parts of the design outcome. Author's production.

LEADER
leaderships skills, organising the process

LOCAL
having local knowledge worked or lived there

INFLUENCER
have power and influence

THE TEAM
The main body of collaborators who are continuously involved in Lövgärdet development plans. Up to 2 roles can be occupied by one stakeholder. Maximum size of the team should be 6 people.

FINANCES MANAGER
responsible for calculations and getting resources

SECTORS
public + private + academia + civil society

3 STYLES:
doers + people-focused + thinkers

DATA MANAGER
collect, retrieve and organise data

COMMUNICATOR
information sharing outside of this group

MANDATE HOLDER
a political mandate for action

CONNECTOR
connects to a wider range of stakeholders

EXPERTS GROUP

PARTICIPATION
organise societal involvement, design methods such as workshops, questionaires etc., sum up data

COACHING FACILITATION
helps in problem-solving, regularly work with team to strengthen team behaviours, help to preform roles more effectively

SOCIAL WORKERS
knowledge about valnurable areas, sociological knowledge

DESIGNERS
able to generate ideas, deliver design ideas in early phase, deliver full project design analysis (capacity, law etc.)

PARTNER GROUPS

Subject matter experts hired to fulfil certain competences of in one or more phases. The maximum amount of these external collaborators is not limited, however, in one project there should be maximal 12 people

SINGLE ACTORS

People in this group are part of the collaboration by sharing their personal view or making certain single task.

They can be organised in variety of target groups that the project partners may approach.

Figure 19. Collaborators organisation. Author's production.

ROLES IN COLLABORATION

Organising and simplifying the invisible network was done by introducing a tree-shaped structure with three levels of stakeholders (Figure 19). The first level is The Team, which is a steering group caring the main responsibility for decision-making, implementation and all managing of the aspects of the area's development. The diversity of collaborators in this group is crucial to break the scheme of public sector's exclusive mandate of control over the decision-making process and to alter the scheme to one fuelled by the democratic principles. Furthermore, including actors from society, would allow to find a direct way to represent society's needs. At least one person representing the society should not be an organisation delegate (e.g. local Hyresgästföreningen chairman), but rather a person who can hear the local voices every day (e.g. a person who work in a school or local worker at vårdcentralen). This is to include the local society in regular work on local development, which is an important step towards their empowerment.

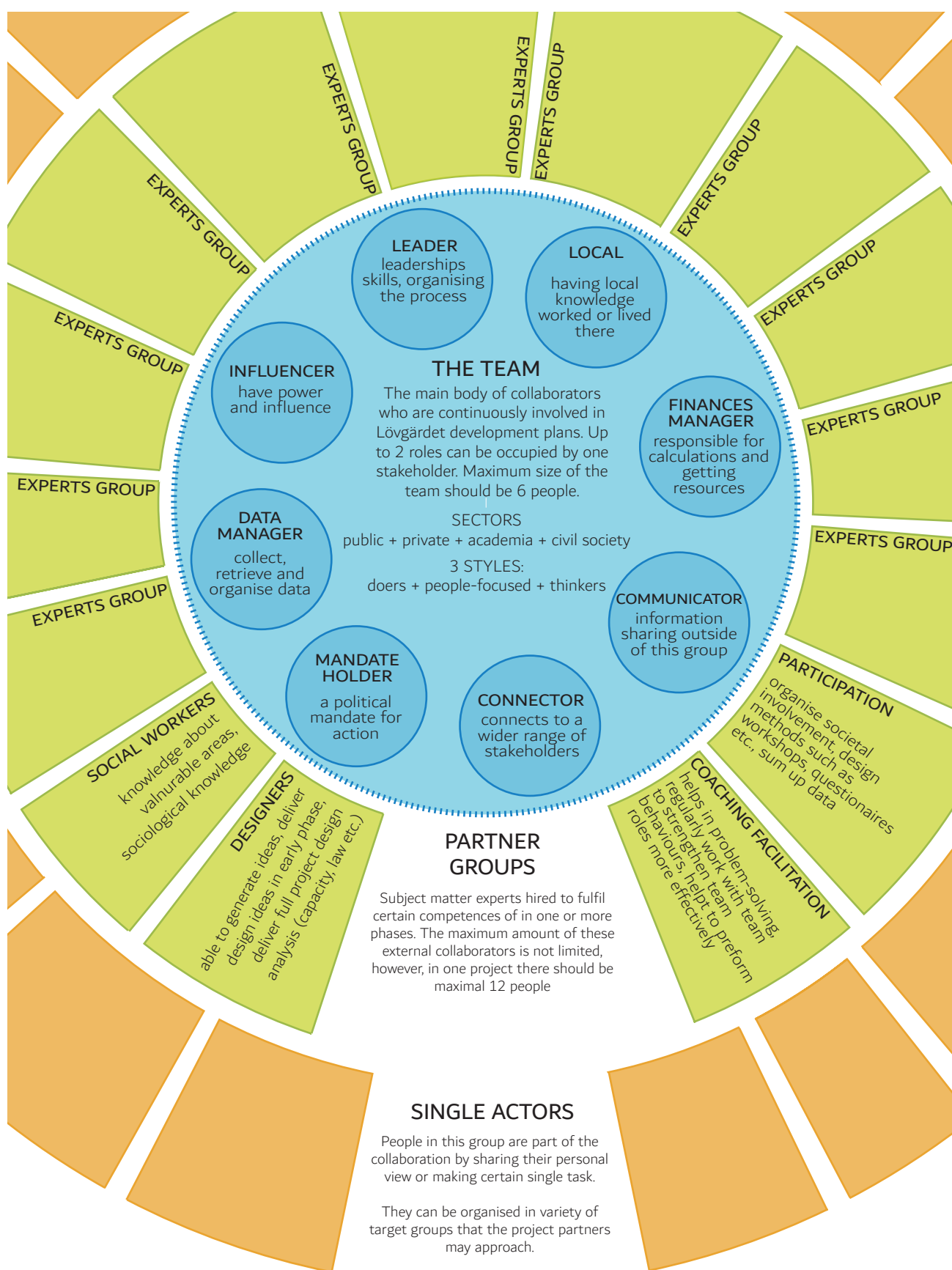In this group there is a need for covering certain roles and one person can only carry up to two roles at the time. These roles should be rotated regularly "to ensure that the teams build strength among all team members, not just among the few who are already capable" (Mackin, 2007, p.21) and to adjust them to the subject and current need of competences. The group in the unchanged composition should work at least one year to fully get into practice. In this team, there is a need to involve three types of personalities: doers (discussion shapers, not scared of a challenge), people-focused (those who have wide connections and knows who to involve) and thinkers (so-called 'devil's advocates', those who generate ideas and creatively questions common views). This composition should aim at creating a joint value creation, where collaborators complement each other cause as Pressman said "for teams, it is essential that the work of each member adds to work of others instead of vying for primacy" (2014, p.66). This could allow those who usually take responsible roles to let go of control and learn to trust. Maximum size of the group should not exceed six people, which is based on Mackin's (2007, p.8) recommendation: "if the team's goals and tasks are complex and demand considerable skill, small teams (from six to twelve members) are most effective". The maximum size of this group is not used here to leave a space for collaborators from the second level – project partners.

The level of project partners groups is a composition of stakeholders which are not directly connected to each other, but to The Team to create a clear transfer of information and to take individual responsibility for their area of expertise. The project partners don't have direct influence over the main structure of collaboration, however, they fulfil the needs missing in The Team e.g. produce design ideas, deliver broader context analysis or organise participation. Not all tasks need to be done collaboratively, but collaboration as a whole is what needs to be done together. Finally, in the third level are those who take care of a single task or are involved to represent a certain point of view. These will be for example representants of society, who take part in a workshop or a questionnaire, shops owner, staff working in local services, school teachers or kids from local schools. This group can be considered as a variety of target groups which project partners may approach to test and consult their work.

The structure seems to be very hierarchic as for Swedish working culture, however, it is based on inclusive principles comparing to the typical bureaucratic structure. Such structure is suggested not to limit no-power groups involvement, but exactly to do the opposite – to include them at all levels, create a clearer way for them to be heard and empower them. Overall, it aims to reduce the number of representatives and repetitions to clearly state what is important for each stakeholder.
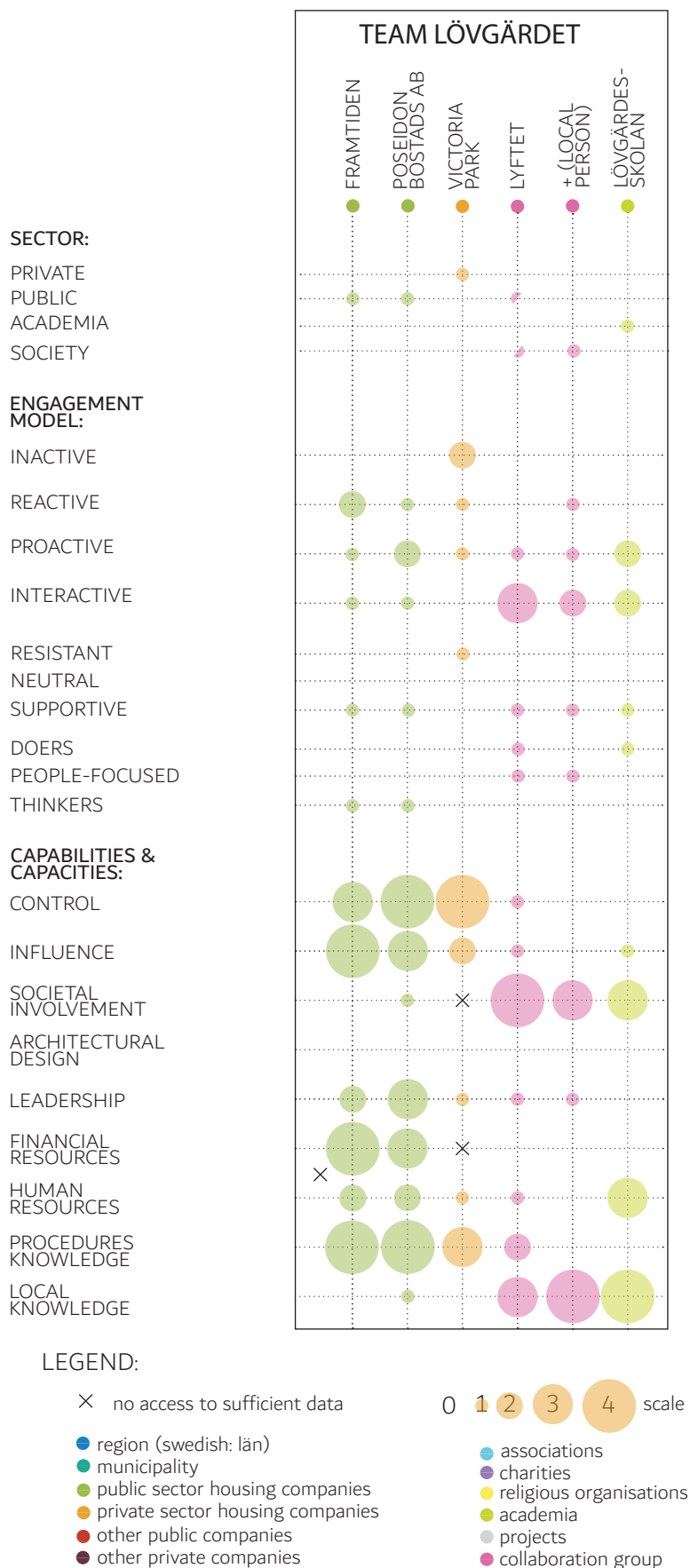
Figure 20. Choice of stakeholders. Author's production.

Choice of those who should be part of The Team was based on the principle of creating a strong unit where collaborators are complementing each other in competencies and overall constitute a 'cell' where all prerequisites fulfilled jointly. The structure was aiming to encourage differences among The Team members. As it is shown in Figure 20, the collaborators are representing 6 stakeholders. The amount of two representants from the public sector is dictated by the fact that Poseidon is dependent on Framtiden's decisions. The intention behind the involvement of both companies in the steering group was to avoid a lengthy process of information exchange. The society is represented by two participants which reflects the diversity of the local society and voices. One of these 'chairs' is assigned to Lyftet as an organisation which showed determination and skills in uniting local people. A person for the second 'chair' is not going to be assigned on this level - The Team at the beginning of its work should find a person who can speak out local voices.

Yet, on this level, the roles are not going to be assigned - as they should be rotative together with the projects.
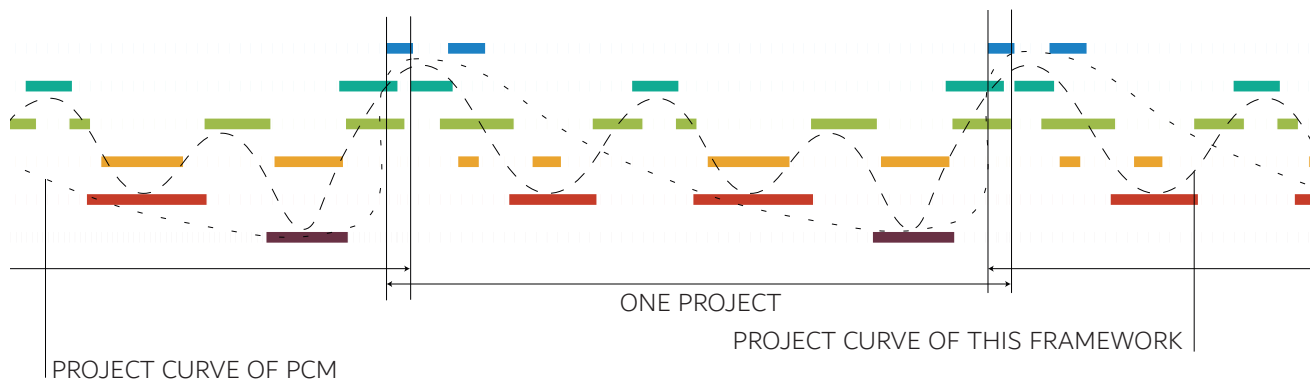
FIGURE 21. Project curves, comparison of PCM and the framework. Author's production.

THE CIRCLE

The conceptual framework for local development presented in Figure 22 provides a basic structure of work. The framework is constructed from 6 intertwining project phases, 17 steps and 7 checkpoints. The phases are inspired by the Project Cycle Management (PCM). However, it has several crucial changes in comparison to the mentioned framework. Firstly, this framework is enriched with the phase of participation comparing to PCM. This addition emphasises the need for including the society into each project, but also in connection to nearly all phases (shown by the arrows on the framework diagram). Secondly, three phases of PCM (namely identification, revision and evaluation) were merged in one to the phase called 'goal tracking'. It allows keeping more clarity in tracking relation between the goal (set at the beginning) and activities. Consequently, there is no single concept of project which is agreed at the beginning (stating such strong decision at the very beginning seems to be at least limiting if not dangerous), therefore the choice should be incorporated in the design phase, not precede it. Finally, the phases are not following each other (as in PCM) but intertwining. The circularity and overlapping of subsequent projects is a way to keep all members of The Team engaged continuously throughout the collaboration, not just in a part of the process.

The steps create a logical sequence not only in connection to other project steps but also within the phase they belong to. As the project goes on, the subsequent steps are getting more into detail to create a whole within the phase. One phase doesn't have to be finished to start the next one. What is worth mentioning, the rhythm of the project is not going in numerical order of phases, which is visualised in Figure 21.

The checkpoints are places where The Team should meet and revise the progress of a project. It should be a place where the group communicated their progress, give feedback and measure the performance. The checkpoints agenda can consist of e.g. a list of tasks (which should be done, started or finished by that time), time of the meeting and place. In crucial points such as decision-making, it should define what the requirements are to start a decision-making process and what needs to be fulfilled by a certain time to decide on e.g. allocation of financial resources. Composition of each checkpoint should be specified briefly at the beginning of the process to have clear expectations and a common understanding of them. Afterwards, the single checkpoints can be elaborated in details.

PROJECT FRAMEWORK FOR LOVGÄRDET - CYCLE

1 STEP

A CHECKPOINT

CONNECTION OF PARTICIPATION TO OTHER PHASE

DESIGN PHASES:

● PREPARATION
Defining what is to be achieved by a given project in relation to the main goal of the team, establishing a relationship with the main vision

● ANALYSIS
Research on the context
Who may be affected? What is there (both physical and invisible)? What do we want to influence?

● GOAL TRACKING
What? Who? When? How?
Working on a budget, estimating time and resources, revising the design over time, checking the variables of how this proposal is fitting the idea

● PARTICIPATION
Societal involvement of various types, from wide participation through surveys to workshops for smaller groups

● DESIGN
The creative phase, in which the first ideas of a possible project appear and are developed until the final proposal.

● IMPLEMENTATION
Practical preparation for the project and activities to fulfil the final proposal

Figure 22. Project cycle framwork for Lövgärdet. Author's production.

PROJECT FRAMEWORK FOR LÖVGÄRDET - PHASES AND STEPS GUIDE

● PREPARATION   ● ANALYSIS   ● GOAL TRACKING   ● PARTICIPATION   ● DESIGN   ● IMPLEMENTATION

① Connecting the project to the main vision (What this project aims to solve or contribute to?), determination of financial and human resources.

② Analysing the context (What is there? What need to be taken into account? Both invisible and visible).

③ Connecting the project to both context and vision – revision of point 1.

④ Programming based on context – setting the goal of the project.

⑤ Wide participation to match the goal with society's expectations.

⑥ First ideas for design, drafts.

⑦ Brain-storms with society to iterate the first ideas.

⑧ How the proposals fit and fulfil the goal? – what needs to be checked?

⑨ Analysing the potential impact of the ideas on the context.

⑩ Choosing one proposal, which best fits and fulfils the goal, to proceed with.

⑪ In-depth design – developing the chosen proposal and proposing a final proposal.

⑫ Co-design with a target group.

⑬ The final decision of implementation based on the fulfilment of the goal.

⑭ Implementation.

⑮ Societal participation in the implementation.

⑯ Analysis of project influence and prosperity in the context.

⑰ Project revision – evaluation and conclusions for both managing this project further during maintenance and next projects.

CHECKPOINTS

Ⓐ Setting up the project

Ⓑ Setting the project goals

Ⓒ Choosing project partners, setting precise expectations towards the design

Ⓓ Reviewing the design proposals – setting needs for analysis

Ⓔ Choosing one proposal to proceed with

Ⓕ Decision on implementation - considering all variables

Ⓖ Revision of project in relation to main vision

Figure 23. Project guide. Author's production.

POSSIBLE APPLICABILITY

The following pages show two possible scenarios of framework usage (Figures 24 & 25). The examples of projects are developing two out of 6 points of the agreement between Poseidon Bostads AB and Victoria Park.

SCENARIO I

Project title: Outdoor environment and lightning review for added safety

The project is addressing one of the main problems in areas, the lack of safety and accessibility in different hours of the day. Its main research outcome is to create a map of the area based on the feeling of safety. Secondly, it delivers a map of lightning, its type and quality mapped through on-place environment review.

The design outcome is a plan for improving the outdoor environment in several phases. It has a potential for creating a business case, where Team Lövgärdet can collaborate with Göteborg Stad and at the same time create more awareness about light and electricity usage and sustainability.

Redevelopment of light can be a great occasion to make different places characteristic, to make them more inviting and build stronger identity of the area.

SCENARIO II

Project title: Graphical identification

Scenario II is addressing a need for one common visual identification of the area. The project idea originates from The Summer Space work and can continue on the base of that.

Here the framework is used to develop further earlier started project. It is used to revise it based on deeper analysis and interaction with society.

Common graphical identification can be a way to unite the area as well as include different people in improving the outdoor environment.

SCENARIO I - OUTDOOR ENVIRONMENT AND LIGHTING REVIEW FOR ADDED SECURITY

● PREPARATION ● ANALYSIS ● GOAL TRACKING ● PARTICIPATION ● DESIGN ● IMPLEMENTATION

1 Vision - safe and secure outdoor environment

SAFE PUBLIC SPACE

2 Review outdoor environment (e.g. built environment, greenery, lights, a feeling of places in different hours)
Light inventory (amount, brightness, colour)
Study on light, safety and psychology

LIGHT INVENTORY

3 Light is needed to improve the feeling of safety in the area
Light can help to use many spaces more

MAP THE LIGHTS AND AREAS LACKING LIGHT
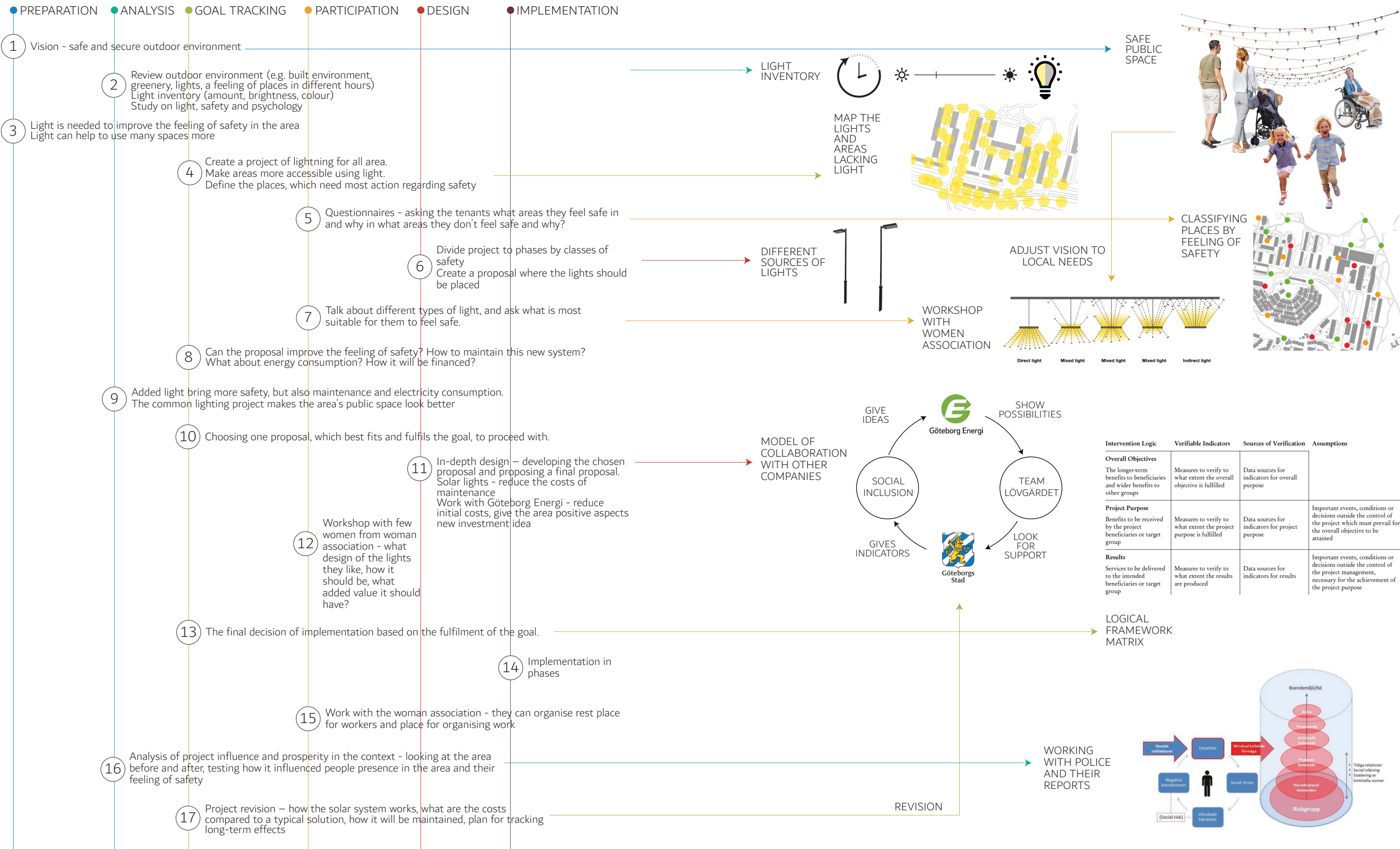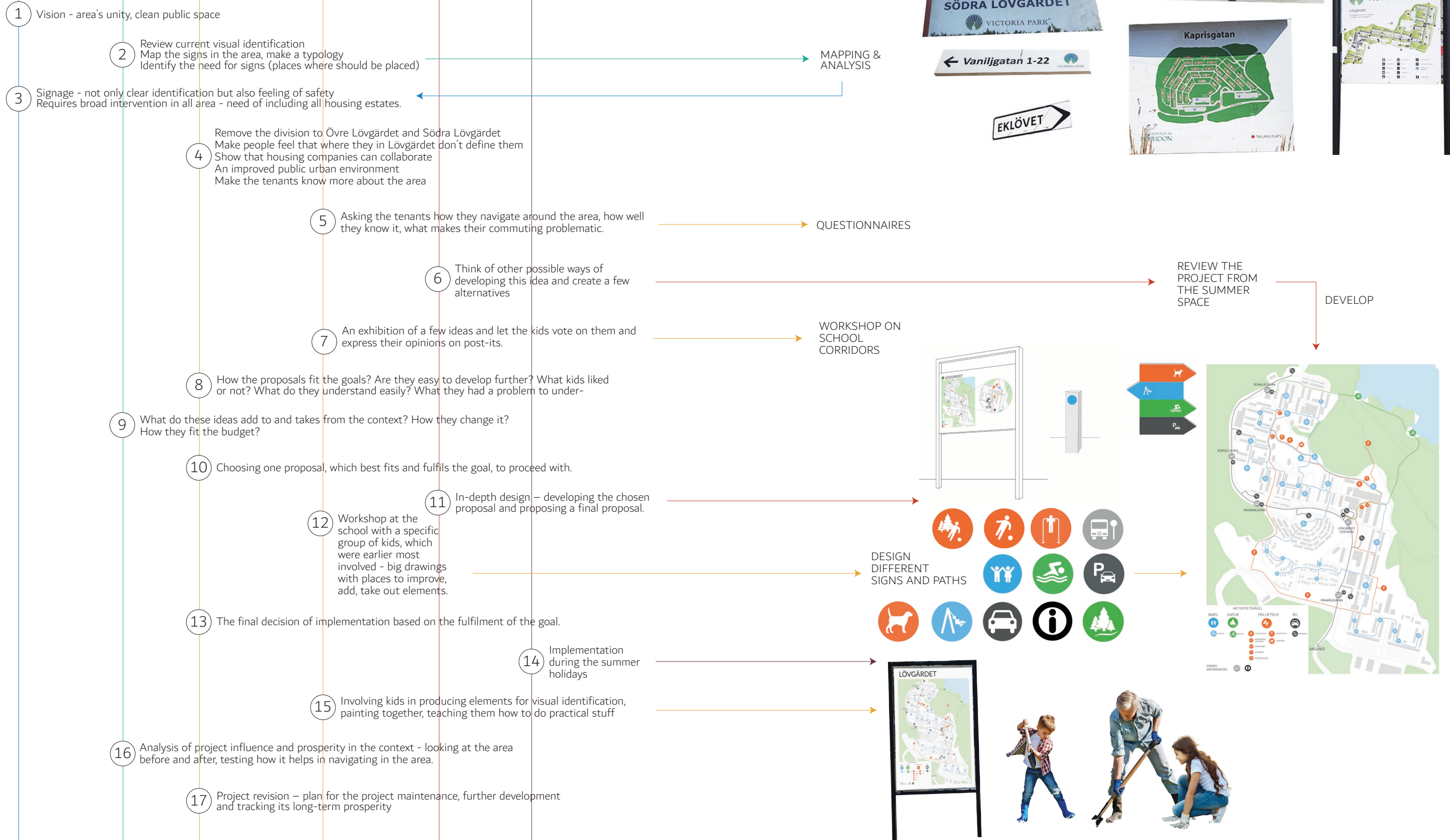
4 Create a project of lightning for all area.
Make areas more accessible using light.
Define the places, which need most action regarding safety

5 Questionnaires - asking the tenants what areas they feel safe in and why in what areas they don't feel safe and why?

CLASSIFYING PLACES BY FEELING OF SAFETY

6 Divide project to phases by classes of safety
Create a proposal where the lights should be placed

DIFFERENT SOURCES OF LIGHTS

ADJUST VISION TO LOCAL NEEDS

7 Talk about different types of light, and ask what is most suitable for them to feel safe.

WORKSHOP WITH WOMEN ASSOCIATION

Direct light   Mixed light   Mixed light   Mixed light   Indirect light

8 Can the proposal improve the feeling of safety? How to maintain this new system?
What about energy consumption? How it will be financed?

9 Added light bring more safety, but also maintenance and electricity consumption.
The common lighting project makes the area's public space look better

GIVE IDEAS   SHOW POSSIBILITIES
Göteborg Energi

10 Choosing one proposal, which best fits and fulfils the goal, to proceed with.

MODEL OF COLLABORATION WITH OTHER COMPANIES

11 In-depth design – developing the chosen proposal and proposing a final proposal.
Solar lights - reduce the costs of maintenance
Work with Göteborg Energi - reduce initial costs, give the area positive aspects new investment idea

SOCIAL INCLUSION   TEAM LÖVGÄRDET

GIVES INDICATORS   LOOK FOR SUPPORT

Göteborgs Stad

Intervention Logic	Verifiable Indicators	Sources of Verification	Assumptions
Overall Objectives The longer-term benefits to beneficiaries and wider benefits to other groups	Measures to verify to what extent the overall objective is fulfilled	Data sources for indicators for overall purpose	
Project Purpose Benefits to be received by the project beneficiaries or target group	Measures to verify to what extent the project purpose is fulfilled	Data sources for indicators for project purpose	Important events, conditions or decisions outside the control of the project which must prevail for the overall objective to be attained
Results Services to be delivered to the intended beneficiaries or target group	Measures to verify to what extent the results are produced	Data sources for indicators for results	Important events, conditions or decisions outside the control of the project management, necessary for the achievement of the project purpose

12 Workshop with few women from woman association - what design of the lights they like, how it should be, what added value it should have?

13 The final decision of implementation based on the fulfilment of the goal.

LOGICAL FRAMEWORK MATRIX

14 Implementation in phases

15 Work with the woman association - they can organise rest place for workers and place for organising work

16 Analysis of project influence and prosperity in the context - looking at the area before and after, testing how it influenced people presence in the area and their feeling of safety

WORKING WITH POLICE AND THEIR REPORTS

17 Project revision – how the solar system works, what are the costs compared to a typical solution, how it will be maintained, plan for tracking long-term effects

REVISION

Figure 24. Scenario I. Author's production.

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SCENARIO II - A COMMON CONCEPT FOR AREA SIGNANGE (LÖVGÄRDET'S VISUAL IDENTIFICATION)

● PREPARATION ● ANALYSIS ● GOAL TRACKING ● PARTICIPATION ● DESIGN ● IMPLEMENTATION

(1) Vision - area's unity, clean public space

(2) Review current visual identification
Map the signs in the area, make a typology
Identify the need for signs (places where should be placed) → MAPPING & ANALYSIS

(3) Signage - not only clear identification but also feeling of safety
Requires broad intervention in all area - need of including all housing estates.

(4) Remove the division to Övre Lövgärdet and Södra Lövgärdet
Make people feel that where they in Lövgärdet don't define them
Show that housing companies can collaborate
An improved public urban environment
Make the tenants know more about the area

(5) Asking the tenants how they navigate around the area, how well they know it, what makes their commuting problematic. → QUESTIONNAIRES

(6) Think of other possible ways of developing this idea and create a few alternatives → REVIEW THE PROJECT FROM THE SUMMER SPACE → DEVELOP

(7) An exhibition of a few ideas and let the kids vote on them and express their opinions on post-its. → WORKSHOP ON SCHOOL CORRIDORS

(8) How the proposals fit the goals? Are they easy to develop further? What kids liked or not? What do they understand easily? What they had a problem to under-

(9) What do these ideas add to and takes from the context? How they change it? How they fit the budget?

(10) Choosing one proposal, which best fits and fulfils the goal, to proceed with.

(11) In-depth design – developing the chosen proposal and proposing a final proposal.

(12) Workshop at the school with a specific group of kids, which were earlier most involved - big drawings with places to improve, add, take out elements. → DESIGN DIFFERENT SIGNS AND PATHS

(13) The final decision of implementation based on the fulfilment of the goal.

(14) Implementation during the summer holidays

(15) Involving kids in producing elements for visual identification, painting together, teaching them how to do practical stuff

(16) Analysis of project influence and prosperity in the context - looking at the area before and after, testing how it helps in navigating in the area.

(17) Project revision – plan for the project maintenance, further development and tracking its long-term prosperity

Figure 25. Scenario II. Author's production.

REFLECTIONS &
DISCUSSION

SUMMARISING REMARKS AND NEW QUESTIONS

The chapter discusses the process evaluation of this thesis, reflects on what knowledge the thesis brought and speaks its possible continuation guided by the questions which came up during the process. Further, it states two groups of recommendations: for projects in an urban context and the architectural education.

JOIN EFFORTS

VISUALISE INVISIBLE

KEEP OBJECTIVITY

TRAIN LEADERSHIP

LOOK FOR THE TRUTH

COLLABORATE

MAKE REAL PROJECTS

SET RESPONSIBILITIES

INCLUDE AND EXCLUDE

DEAL WITH CHANGE

SET ENVIRONMENT

EMPOWER LOCAL PEOPLE

WIDEN COMPETENCE

"Orchestrating intangibles such as human interaction and collaboration in support of a tanglible outcome presents a sagnificant challenge for the proffesional." (Pressman, 2014)

PROCESS EVALUATION

When this thesis started, the outcome was not planned as a specific project. Every step was a consequence of the previous one, therefore the thesis was consequently built on the experience of these few months. From the author's perspective, the process and methods worked well as a source of data and social interactions balanced well with the theoretical knowledge delivered by the literature reviews. Continuous contact with many stakeholders allowed to create project iterations and enrich the design by feedback on every step. From the perspective of the freshly finished thesis, it is hard to judge its final effect, however, the thesis has already contributed to a few positive changes. First of all, in the middle of this thesis, an agreement was signed by two main housing companies in Lövgärdet. The companies have been considering this for a long time, however, the discussions took months until signing the final agreement. The thesis, therefore, happened at the right time, showing the companies the urgent need of taking care of this topic, as well as showing a proposal for solving one of the 6 points of the mentioned agreement (developing a form for a long-term collaboration). Secondly, social interactions turned out to be not only a way to gather data but also worked in two directions where the interviewees enriched their knowledge about the area. Finally, the presented work is collecting a large amount of data analysed in detailed and graphically elaborated by the author. The thesis main research value, following the undertaken approach, is that it does not visualise a single perspective, but a composition of the views from many stakeholders.

However, there comes the question: what could be made differently? One thing which haven't turned out as planed was the interviews process - not all interviews were conducted due to the pandemic outbreak. Here comes the reflection, if more intensive interviews, in the beginning, would change much this thesis. Definitely, more knowledge about all actors and better access to the information would make this thesis work easier, however collecting all interviews in shorter time span wouldn't let thesis grow so well along with to the local situation. Another improvement could be also possible - the final proposal though thought out and overworked, should in an ideal scenario end with testing.

STRENGTHS AND WEAKNESSES OF THIS PROCESS

Strenghts:

continuous contact with a wide range of stakeholders

continuous project iterations

consequently built process

in-depth, holistic knowledge of the context

meeting one of the goals of agreement between Victoria Park and Poseidon

scenarios developed on the base of the agreement

Weaknesses:

vague relations with the target group (the team)

lack of co-creation workshops

unfinished process of interviews

lack of access to all data regarding specific stakeholders

limited testing of the design in the context

Figure 27. Conclusions from the thesis process. Author's production.

RECOMMENDATIONS FOR PROJECTS IN URBAN ENVIRONMENT

VISUALISE INVISIBLE

power relations and social connections have a significant impact on the built environment, therefore, it shouldn't be missed while preforming a context analysis

KEEP OBJECTIVITY

understand the role of each stakeholder from it's a personal opinion, but also from an external point of view (preferably from other stakeholders who worked with them earlier)

LOOK FOR THE TRUTH

The truth about the area doesn't belong to anyone, it is created by all what happens and to all who work in the area

COLLABORATE

apply guidelines of a collaborative practise from the very first phase of the project, not from the design phase as it tends to be

SET RESPONSIBILITIES

trying to outsource the responsibility is a common problem – this need to be addressed in every type of collaboration

INCLUDE AND EXCLUDE

participation doesn't mean that everybody needs to be included, keep control over the process and use human resources of its advantage

SET ENVIRONMENT

try to keep the diversity of collaborators to enable them to learn collaboratively, avoid monoculture

EMPOWER LOCAL PEOPLE

struggle to make local voices heard, to empower those who are valuable for the local development, yet have no power

Figure 28. Guidelines for projects. Author's production.

POSSIBLE METHOD DEVELOPMENT

If the process would be about to go on after this thesis, there are several possible ways to develop it further. Firstly, the hypothetical scenarios could be tested during this year by the housing companies which aim to work on a subject which these scenarios concern. Furthermore, the method can be developed further, enriched with a typology of project types, where the main process could be adjusted to specificity of the area of expertise e.g. architectural design, sociological project or infrastructure project. Besides this, the method requires continuous improvement through up-to-date experience as it includes a risk of being quickly out-dated due to rapid changes in the context. The method should be tested through a project which involves all The Team members in a similar level of involvement. This could be a visual identification for Lövgärdet, a project of low complexity, where the members could establish closer relations and learn about each other during the process.

Finally, during the design, there came other questions which could be used as a guide for further development of the framework. These are:

How to simplify the process of gathering data and tools for representing it?

How to regain and maintain mutual trust between companies, services &authorities and society?

How to create a clearer communication of the tenants needs and actions taken by authorities? Could every person have a direct way of expressing one's view e.g. through a mobile application for tenants?

Could Lövgärdet be a representative example of a democratic society, where tenants have direct influence through e.g. participatory budget or local referenda?

How the internal structure and business model of companies influence collaboration?

What matters more in collaboration - single people of the company they represent?

APPLICABILITY IN OTHER CONTEXT

Even though the project was specifically designed for Lövgärdet, there are several elements which can be applied in other areas (Figure 28).

If considering reuse of any of these recommendations and methods it is important to mention that they were designed for a scale of neighbourhood counting eight thousand inhabitants and around 2500 apartments. Consequently, the distinct feature of the context is its complexity, which the project tries to respond to. These two factors bring some limitations. In the first place, the method might be way too complex for a simple context with a monoculture of stakeholders (e.g. one housing company owning a whole area) as well as for a small neighbourhoods, where the invisible dependencies are much clearer. In the second place, before using this method there is a need to consider a capital which the project has. In small projects, using a complex method like this one can unnecessarily use resources to understand and apply the method in relation to its actual effects.

ARCHITECT'S ROLE IN URBAN ENVIRONMENT

This thesis created an opportunity to test the architect's knowledge in the real context. It is hard to say who could take the position of a social entrepreneur in a complex urban context. Although the role taken by the author, it is not a typical place of application of the architect's competence, setting the architect in it passed the exam. Therefore, the author believes that the capabilities of architects should be kept, broadened and supported so that they can take the leadership role of social agents in the built environment. To do this, architectural education should support this in few points explained in figure 29.

THESIS FOLLOW-UP

The author wishes to work further with the thesis subject and be involved in the development of Lövgärdet. Therefore, after the work completion for the university, the author is going to make a presentation and a summary of the thesis in Swedish. Simultaneously, thesis author together with the company First to know is going to make efforts to have an opportunity to present this thesis to the target group of design. According to the online publications of both Poseidon and Victoria Park, there is a need to investigate network, stakeholders interests and ongoing projects, therefore the thesis fulfilling all these points seems like a good start for the local development.

RECOMMENDATIONS FOR ARCHITECTURAL EDUCATION

JOIN EFFORTS

work collaboratively within and between different fields of knowledge to strengthen future architects' performance in teamwork

TRAIN LEADERSHIP

train collaborative leadership skills to support other partners to preforming best work according to their possibilities

MAKE REAL PROJECTS

connect universities with industry, enable and suggest students work with real problems instead of creating ideal, not- realistic scenarios

DEAL WITH CHANGE

the context is not a stable element of the design, teach students how to deal with changing context, create in them ability to adjust and react based on

WIDEN COMPETENCE

give a wider choice of courses for architecture students, good architecture is not only about hard, but also soft skills

Figure 29. Guidelines for architects. Author's production.

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APPENDIX

Part 1.
The appendix consists of notes for meetings and summaries from interviews conducted during this thesis. The notes are presented in chronological order. Eleven out of seventeen stakeholders were met in person, whereas the other six were online meetings or email conversations. All of the interviews are authorised.

Meetings:

24/01/20	First to Know	Per Östling, Christer Owe
06/02/20	Victoria Park	employee

Interviews:

11/02/20	Lyftet	Håkan Giselsson
13/02/20	Göteborg Energi	Eric Zinn
13/02/20	GU	Pia Andresson
21/02/20	GU	Lasse Fryk
03/03/20	Framtiden	employee
06/03/20	Polisen	Helene Ramsmo
11/03/20		employee of company involved in IOP
27/03/20	Poseidon	Per Olsson, Daniel Lagerås
06/04/20	Framtiden (former)	Tobias Kristiansson
16/04/20	Sweco/Chalmers	Kajsa Crona
20/04/20	Hyresgästföreningen	My Welther
04/05/20	Lövgärdesskolan	Eva Looström

Part 2. - graphical composition of the research
Part 3. - graphical composition of the design

PER ÖSTLING
Advisor & Inspirer at First to Know Scandinavia AB

Former employee of Bussiness Region Gothenburg

CHRISTER OWE
Former CEO at the NGO Ekocentrum in Göteborg; now sustainability consultant

''Everybody wants a change, but nobody wants to do this.''

''Responsibility of everybody easily become responsibility of no one.''

STADSLANDET

This project started in 2017, focused on developing northeast Gothenburg, closed in 2020. Project developed within Business Region Gothenburg. There were 4 projects which it was supporting, in different parts of Angered. Mistra Urban Futures (now Urban Futures) was a research institute for this project.

QUESTION TO BE ADDRESSED DURING WORK IN LÖVGÄRDET:

» How could we build local society?
» Who is leading the development? (democracy questions)
» Who is responsible for what kind of decisions? – right now it is dysfunctional, need to open up for wise decisions based on learning on the past
» What kind of structure do we want? How to organise the process?
» How to measure development in other way than money?

THINGS TO CONSIDER DURING WORK IN LÖVGÄRDET:

» Building identity, give the strength by uniting on the level of the area so people can feel as
» Need of creating trust – no one is a leader, everybody are a leader.
» The space to create arena for meeting and collaboration without pressure from legal authorities
» Complement lack of local strategies for development
» Create partnership to be support for development
» Create power balance
» Opening channel for knowledge exchange
» Need of business plan for local economy for resources
» Need of creating narrative, which is more objective
» We need to go behind ''facades'' of companies and know about their core of driving forces

Employee of Victoria Park AB

Victoria Park employed new regional manager in the area. Lövgärdet is not only region that the new manager is responsible for currently.

Main problems which Victoria Park is facing are renovations in the region. They have high consequences, not positive actually.

Victoria Park plan to build now housing behind the Lövgärdetsskolan to create flow through the square. Problem of the square is that everything close at 5 o'clock and noone is there after that time.

Poseidon right now will prepare new feasibility studies together with Victoria Park. The agreement between these two companies is currently under discussion.

HÅKAN GISELSSON
Project coordinator at Lyftet

WHAT WERE THE CRITERIA FOR STAKEHOLDERS CHOICE?

First, Lövgärdets Lärlabb started Lyftet, then other stakeholders where involved. We just invited those who were representing good forces and interest in Lövgärdet. Currently, we associate 30 organisations, we try also to reach private stakeholders.

WHY OTHER PROJECTS FAILED?

» Projects failed because of limited topic, they were not concerning all the place
» They were short-term, 'rain drop' actions
» No local ownership of the projects

HOW DO YOU COMMUNICATE WITH ORGANISATIONS IN POWER?

We try to establish personal relations, to build trust and understand their values and needs and try to mobilise them. We don't want to work as real estate manager, we try to ''move the grass'' to lift the project by collaboration of many stakeholders.

YOU, AS ORGANISATION, CAME FROM THE OUTSIDE OF LÖVGÄRDET. WHAT WAS REACTION OF TENANTS ON THAT?

We thought that it will be obstacle that we are from outside, but they appreciated that we are neutral, not involved in current tensions. We just know that we need to have manpower, we need to organise it. It is important for us to have local people, to build up a structure and have arena for listening ideas. We are not facing problem that people don't believe in our work. We know that many projects were coming and going, but by showing them strategy for long-term

actions and what can we do to reach this goal, we gained trust and involvement. We are trying to have engagement from parents, open area from school. We are approaching people in their mother tongue. We want to have dialogue with them to tell how society works, listening for questions and ideas.

WHAT ARE FACTORS OF LYFTET'S SUCCESS?

» connection with people in the area
» structure which involve organisations and their representatives
» network meetings and try to involve private people.

HOW DO YOU FINANCE YOUR WORK?

Now we have no own budget. Now, we are creating a list of our goals for 2020 and we will send it to Victoria Park and Poseidon with a request for financing. Getting a financial support is hardest point for us.

WHAT WOULD BE A REASON WHY WE WOULD NOT BE ABLE TO GET PLANED OUTCOME?

» people in power not able to be reached
» no financing
» having a competition between companies and organisations involved in Lyftet, conflict of interests

WHO IS RESPONSIBLE FOR DECISIONS REGARDING THE PROJECT IMPLEMENTATION IN LÖVGÄRDET?

It is hard to say, there is no one decision-making organ. There were many projects, but no one took responsibility of implementing them. We can just have ideas, and try to move companies in power, but it's not clear who has this responsibility as one.

PIA ANDERSSON

Researcher and lecturer at University of Gothenburg.
Conductor of comprehensive study Perspective walks (Swedish:
Perspektivvandringar) in Lövgärdet in 2008.

ABOUT PERSPEKTIVVANDRINGAR (PERSPECTIVE WALKS)

This study aimed to test TIP (The Integral Process for Complex Issues) method, Lövgärdet was a testbed for it. The process finished when it fulfilled needs for research, it was not carried on further.

WHAT HAPPENED IN LÖGÄRDET AFTER YOUR RESEARCH PROCESS FINISHED?

A number of things came out of the groups that I worked with. Such as an "öppen förskola", regular cooking events that group participants organised. There was a Trygghetsvandring organised that I participated in, where the participants raised their concerns around the neighbourhood. The health coordinator in Angered at the time also continued work with the outcomes of the group processes that had been communicated.
During the 2 day event there was awareness and engagement raised around Lövgärdet, and I think that some of the group participants went on to form parts of other groups and committees. An estate owner (I do not remember if it was Poseidon or Stena actually, it is 13 years ago now) decided to place an outdoor gym in Lövgärdet, inspired by the engagement at the event (that is how it was communicated to me). It is a long time ago and I only tracked the communications with the Health coordinator after the project finished, and my project was only funded for a period. I wrote the rapport Perspektivvandringar and from that work, other things emerged too.

HOW DID YOU REACHED PEOPLE TO FIND PARTICIPANTS FOR YOUR RESEARCH?

In the Perspective Walks project I contacted several different people, including the HGF (Swedish: Hyresgästföreningen, The tenants association). I was also meeting housing estate companies and trying to get contact with the tenants through them.
For my PHD project I was working with HGF to gather groups.

DO YOU KNOW SOMETHING ABOUT OTHER ACTIVITIES IN THE AREA?

In 2009 HGF surveyed tenants, it had a good response rate. After this HGF facilitated a meeting with a big group of tenants (around 100 people- not sure, but lots of people attended), where the outcomes of this survey were presented. Anna Johansen did the actual facilitation but she just called in for this service. Unfortunately, in the next meetings, where the process was about to be carried on, much fewer people showed up. HGF was keen on involving Poseidon and Stena but my impression was - when they came their representatives did not really work in an emergent and open fashion, the way that HGF was hoping would be the outcome. But then HGF were the initiators, and the Estate owners had not initiated the design of the process. I know much less about this project as I only followed the parts where tenant groups were involved, as possibilities to start a focus group.

I think the presence of many people in the first workshop could be better used to start the design process at that time to use this involvement.

Another problem was that HGF project in The Million Programme (Swedish: Miljonprogrammet) was coordinated by project staff, which came from outside of the area/central HGF. They had to learn about Lövgärdet, have not had prior knowledge of the place. They also were not situated in the local context of HGF in Lövgärdet.

WHAT WAS THE KEY FOR YOUR COMMUNICATION WITH LOCALS INVOLVED IN RESEARCH?

In the Perspective Walks project I was looking to get a wide and broad picture. In order to get that I was also addressing specific groups to meet with them e.g. Kosovo Albanians or women from Middle East countries. It was not easy to find them, but when I was addressing my contact question directed towards a concrete group, due to that they felt more involved than if I would address it to everybody. They came to me as a support of the group they belong to, they felt that someone is interested particularly in their perspective.

However, groups with mixed backgrounds had more ideas about improving the whole area, whereas, e.g. group which involved only women from the Middle East, was only concerned regarding their closest surrounding (namely building and flats).

HOW WAS YOUR RELATIONSHIP WITH HOUSING ESTATE COMPANIES?

In the Perspective Walks project I was meeting with them quite often. First, I went for a meeting with them as a way of looking for participants for my research groups. Further on we were meeting at Crime prevent council (Swedish: Tryggare och Mänskligare Göteborg) meetings in Angered, where they had their representatives.

WHO ELSE SHOULD I TALK TO?

Anna Johansen, who facilitated work in Lövgardet for many years.
Elma Durakovic, who is working in Urban Futures (former Mistra Urban Futures) and she is responsible for TD (transdisciplinary platform for Gothenburg).
Perhaps you could also find somebody who worked for a long time in HGF, who has an historic view.

''We wait for everybody to be on board, but we can't wait forever.'' – This refers to the importance of using the engagement of tenants and the possibility of co-creating new desirable outcomes by starting with the ones that want to do something.

ERIC ZINN
Susstainability manager at Göteborg Energi

HOW DO YOU SEE ROLE OF YOUR COMPANY REGARDING WORK IN LÖVGÄRDET?

Our primary responsibility is to be an energy provider. Then accessibility, reliability, affordability are key aspects for us. Other things are that the population of Lövgärdet need to be included in our activities, that they should be represented in the company. We want to make the company relevant to the residents of Lövgärdet. Right now, it's not a case. We are fine with reliability and affordability, but we are poor on representativeness. We want to show people that they have influence regarding cost and usage, to make them know more about it and curious about it, educated them. We want them to be not only clients but also participants.

HOW YOU POSITION YOUR COMPANY AMONG ANOTHER STAKEHOLDERS ACTIVE IN LÖVGÄRDET?

We are owned by the citizens of Lövgärdet, others are not. District heating is not possible to choose, but housing estates can choose other electricity providers. They can choose to engage to work with us or not regarding development activities. We are not in a position where we can dictate, we have to be involved, engaged and attractive.

WHAT ISSUES DO YOU FACE IN THE AREA/WITH YOUR WORK IN THE AREA?

People move in and forget to sign new contracts. It's a general difficulty when it comes to electricity especially. We try to inform them, but I am sure there is also much more other sources to get to know about it.

HOW HIGH IS THIS CASE ON YOUR COMPANY PRIORITY AMONG OTHER THINGS OR PROJECTS?

When it comes to corporate level it is not a high aspect, when it comes to CRM (Customer relationship management) it is a more relevant issue.

WHAT KIND OF INFLUENCE YOU CAN HAVE IN THE AREA?

We can be involved; we have to just know if it's relevant for us, we need to have a target. It would have to be something that touches one or more our sustainability goals or part of our business plan. It can be also part of municipal goals, which might not be in our plan.

WHAT WOULD BE A REASON WHY WE WOULD NOT BE ABLE TO GET THIS OUTCOME?

Obstacles to achieving inclusiveness in Lövgärdet – limited previous knowledge, other priorities which are more apparent for the citizens, lack of exposure (no professionals in Lövgärdet), lack of attractive information to start the topic. None of the existing obstacles is substantial. It is our lack of attention and effort from our side, which creates the situation.

DO YOU THINK THAT COLLABRATION WITH OTHER COMPANY MIGHT BE HELPFUL FOR YOU? AND IF YES, THEN WHICH ONE?

Absolutely. Housing companies are a natural point of contact for residents, to cooperate with them and help with our lack of information, to organize events. We should cooperate with housing companies.

WHOSE INTERESTS MIGHT INTERFERE WITH
YOURS?

As these efforts would benefit Göteborg Energi as
well as the City of Göteborg, it is difficult to see why
anyone would object. The most important decision
criteria would be the expected outcome compared to
the invested time and money.

LASSE FRYK

Researcher at University of Gothenburg, Department of Sociology and
Work Science

TELL ME A ABOUT YOUR WORK EXPERIENCE.

I now work 10% at institutional social work at Gothenburg University. I started with work in Lövgärdet in 1986 based at institution of social work. Our institution got complaints from the local department of social work in Angered that the training of social workers fitted badly with the development of the area. They wanted to meet with the institution to see how they could influence the academic structure, so it was better adapted to quick and radical change which was going in the area. We got 3 empty flats in Vaniljgatan 19, close the square- that's where we started. And for me, it opens my eyes for how the institution setting [GU] is disconnected from the local life in the area. We stayed there for two years, then the project money was finished and we had to leave Lövgärdet in Angered. However, the social services/ socialworkers in the neighbouring area Hjällbo wanted to use our experiences of working closer to the local population as teachers at GU and asked if we wanted to work at their office I Hjällbo for two years in a development-project. Parallel we could work with the students 50%, now locally based in Hjällbo/Angered.

Then I realised that the social work department/social services, though they are based in the area, they are also very distant from population and life in the civic area. So Hjällbo was interested in this that we moved from the academic institution to close inhabitants and said: this is what we want to do, could you come to us? We said yes, we moved to Hjällbo and we were there for 3 years. We worked half time with the students, still locally based and half-time with the social institution, they wanted to come closer as an institution to the population. This has been my engagement to see how the public sector and academia can, as the institution settings, open up to learn more how to develop their

professions and their structures so that they can be a resource for this very changing and multicultural area that demands a different organise our public sector structures and the ways we train social workers, architects, librarians, teachers etc at GU and Chalmers. After 3 years in Hjällbo, I moved to Eriksbo and then in 1998, I moved to Hammarkullen. And this place has a very, in my opinion, an advanced way of organising civil society. They also have a public sector structure which worked closely with this civil society. In that process, they have developed a different kind of profession and a different way of organising their structures, and this is not all of public sector, but it's some that have come very long in the way of developing a more community oriented public sector. And in other structures, it is individuals that have gone into this process. Me and my colleagues at institutional social work that placed ourselves here, we were trying to see where are the once that have managed to develop their professional structures and organisations so that we can be there with the students so that we learn how can we change our academic profession and way of teaching so that students don't have to become architects, planners, teachers or social workers and then be retrained.

HOW IT HAPPENED THAT THE PUBLIC SECTOR WORK SO CLOSE TO THE SOCIETY?

I was trained as a social worker, but in 1979 I wanted to come closer to where the families lived because I worked with people that were placed in the social institution, they came a lot from these areas. I got a job as a counsellor in Hammarkullen in 1979 and then I could see the area from a different angle. When they build the Hammarkullen in the 70s Swedish working class moved in, but the infrastructure was not there, no tram, shops, school. The area wasn't ready. There were a lot of families that didn't know each other. When the

leisure centre management group started, they saw that it's not good to just start a leisure centre there. The management decided that they must work with the community as well as with the leisure centre. That was a very important step. Then, management started working with associations and they had resources so they could use some of their money to do things in the square instead of buying things for their own school or leisure centre.

They got to know organisations and a lot of working-class have collective traditions (that's why people started to organise themselves very quickly). In the 70s there were already connections between leaders in the associations and management in the leisure centre and school. This management contacted a priest in a local free church and free school to work together. All of them started to work in a community-oriented way at the same time as they worked with their core profession. This connection between a professional (where you are working with what you are educated in) and seeing that a part of your profession in these areas must be to see that community building is a very important key-aspect of your profession. It attracted people from outside Hammarkullen that had that interest. When I joined as a counsellor, I knew already the reputation of Hammarkullen. When there were changes in management (people left or changed) they lost a bit of this community orientation, but the staff working in the areas (social workers, architect, teachers) stayed community-oriented. This area changed, it's not Swedish working class anymore, it's a global mix of languages and experience, but Hammarkullen is still community-oriented. So now it is local employee and not management, that has worked with civil society and organized strong links to the local community and there way of organising themselves. That's the key.

SO, THE STRENGTH OF HAMMARKULLEN IS THAT THERE WAS NO CENTRALISED DECISION MAKING AND MANAGEMENT WAS SPREAD BETWEEN DIFFERENT ACTORS?

I think this combination, in the 70s and 80s, with associations and community-oriented public sector, worked and they have supported each other. If you look at the carnival, which is very popular in Hammarkullen, that started in 1973 by the leisure centre. Many young people were worried that the area was demonised by the media, which was showing only ugly and bad housing, drug abuse, social problems. And this was Swedish working class, coming from the inner city of different parts of Sweden. So young

people together with the leisure centre started to organise a party, they made it like a feast day. At the end of 70s Latin Americans came, who knew the tradition of carnival, so they started to develop it more professionally. Then it came more of the civil society movement. The active youth movement that started the Carnival around music carried on with their music-movement parallel to the Carnival. However, they got more support from the leisure centre and in the 90-ties from Hammarkullsskolan.

There are also many associations in Hammarkullen representing every group that came e.g. Chile, Somalia, Middle East, Balkan... Everyone started their associations. When I look at Hammarkullen from my point of view, all these variations of people of different areas, when they come to Lövgärdet, Gårdsten, Hammarkullen etc. they are confused because they wonder where is 'ordinary Sweden'. The 'old' Swedes has moved from there and what they see is a mix of nationalities that are Swedes, but this is the new Sweden. So, they find fellows from the same country and they organise themselves in organisations and it splits the area. And if this person stays there, and the area in itself is run by the housing company and a public sector focusing only on their core profession, that helps to split the area even more, I think. The area is demonised in media and a split civil society in many small groups and a split public sector have no chance to support the forming of a positive self-image built on the strength of the area. It is a process where we are constructing lots of even more closed communities. Then we say: they are the problem but don't see that we are constructing it. In Hammarkullen the civil society do the same, but why is that way of organizing a quality there? Because Hammarkullen has three other ways of organising themselves. First it is in closed groups, which is mirroring the public sector, which is the same. It makes area split and even more sheltered. But in Hammarkullen there are intersection organisations. There is Hamsam (organise all the associations), Hammarkullen 365 (organise all the culture workers), Interreligious dialogue (meet with different religions) and Hammarkullen Hyresgästföreningen (organise 4 smaller tenants associations). They go in-between. And there is Our Hammarkullen, a group created by housing associations that brings people together to see what society have in common and to discuss what are the problems, how can we deal with them. So, they try to connect things to be stronger together.

In Hammarkullen Citizen Advice Burea has morning meetings every month. They invite the public sector

but also civil society, to inform each other what are they doing at the library, leisure centre, school, academia and so on. This gives them a picture that they are part of the structure and they can help each other to solve problems. It is a structure to support them.

And in Hammarkullen people say: we should be proud of our history that we come from a different place of the world etc. They celebrate many things together; they celebrate this diversity and they are open to join in each other celebrations. There are occasions to bring the community together, they feast that they can be together. There is a growing number of public sector people that are engaging in it. And that is very important as these traditions are part of the schoolchildren life and the preschoolchildren life. When public sector shows interest in organising their own activity in a way that can connect and support these civil activities it supports both structures.

So that process that strated in the 70s, it is still working. Somehow this supportive public sector has helped to keep the structure all the time. And when I come from academia, I see that the university structure is very city-oriented and towards the tradition of Sweden and core profession in training. I think if academia can find ways to be community building and be part of this learning process this could be a strength for the whole city. They could be a part of it and learn how we innovate in training social workers, planners, architects from the start. To make them trained for the core mission, but also to be prepared for a changing community. We need to challenge this current view of academia.

Public sector and community are strengthening each other. They are two strong separate parts that see they have a lot to gain from each other. So, academia should come to learn from Hammarkullen to become modern. I mean that both research and teaching need to come to learn, not just to get data for their research or do study visits. They need to invest here in the same way they invest in the city, in Johanneberg science park and Lindholmen science park. They should be here to build networks and to be part of the local community building together with the local community. My picture of academia is that they are so stuck in stable structures, which are connected to the palls of society which is organised for middle-class. So middle-class think that academia is perfect, but academia also should have the relation to these economically poorer but social reach areas, it's a part

of building modern Gothenburg. But they don't want to be connected. They just think "how we are going to make them Swedish before they come to the other side of Gamlestan, we can't let them in until they are white civilised in our way of seeing it".

We are suffering because of this. The other side of Gamlestan is working a lot with being attractive for companies, investments, tourism, researchers etc. What do they want? When they get money, they want cafes, restaurants, nice houses, stability, security etc. And academia says: keep away from Lövgärdet, Biskopsgården, Bergsjön etc., because they don't want to be caught with that image of these areas, whit the stigma, when they are building their own image. And by doing so they are making the wall at Gamlestaden even higher. It is as if they can not use the knowledge, they build to analyse their own place in this very dangerous divided city.

THE PUBLIC SECTOR DON'T WANT TO SEE THAT THESE AREAS ARE PART OF THE CITY?

Well, they want to make them part of the city. If you take me for instance, I am from academia. Why am I in Hammarkullen? I am in Hammarkullen because I see that during my 35 years with academia here, I have been in Hammarkullen I have realised how distant we are from this part of Gothenburg. And I wonder how come that we keep that distance. For me when I come to Hammarkullen, I don't try to see how I can help Hammarkullen. I am here because I think: How can Hammarkullen help me to develop my profession and give new thoughts to academia? And how it can help me to reorganise this structure that is excluding Hammarkullen experiences. Then comes the question about housing companies in the area that you work – Lövgärdet. Are they there to organise this so that it becomes Swedish society or are they there to learn, to see what kind of society this is, see what is the society, who can we support this society to bring out its strengths?

The districts are organised from the city centre. But when you look at Hammarkullen, it's exactly what the EU is saying – we must look at local structures that are growing in the cities. We cannot see the city as the city centre with the islands. The city is consisting of islands and every island has its dynamic that we need to catch as an engine for development which is sustainable.

WHAT YOU WANT TO SAY IS THAT EVERY SMALLER CENTRE IS NOT A COPY OF THE MAIN ONE?

No, it's not. If the public section/housing company/academia want to be part of this community building, they need to be local. They cannot sit in the city centre and say how you going to teach social worker, architect, planner, teacher etc. They need to understand a bit more about how local communities can help them to grow into a modern academia/public section/housing company. Now we are stuck in an engine that from the city is trying to develop secure and safer environment, then Therefor police have a lot to do trying to keep order when the city is trying to order society. For me, it is a very backward way of entering the local community.

WHAT HOUSING COMPANIES ARE RIGHT NOW IN HAMMARKULLEN? WHAT ABOUT THEIR RELATIONS?

Luckily enough, Bostadsbolaget bought out the private company, so they own all renting apartments in Hammarkullen now. For me, they have been acting differently from Gårdstansbostader which take a very tough grip on how to develop and they invite inhabitants to be part of this development. But they have a very definite plan, a big plan for development. In Hammarkullen Bostadsbolaget is not using so much mouth, more ears. They have been more sensitive and listening. In Hammarkullen there are three different actors – civil society, housing company and the public sector. In my picture in Gårdsten or Lövgärdet, the public sector is as split as civil society. Civic society is mirroring the public sector in structure. The difference I have seen in Hammarkullen between public and private housing companies is that the private company administrated the area trying to keep as low costs as possible whereas public sector was a bit more active, they looked more into the community so they could invest in someone who worked with social relations. Constant isolation of these areas and viewing them from a top-down perspective, trying to say that we know how to organise this – it is very dangerous. This way we get more and more confronted, and then Police will have work. But Police is not building community. Its community which is building community with the support of the public sector, Police, housing companies etc. One strength in Hammarkullen shown that it is possible to build community thou that they were very open to the world despite being demonised and isolated from academia and investment in other things. Then we have something to learn from there. In my picture, our biggest problem in academia or the public sector or city centre is that we have no tools to deal with rapid change and diversity. The challenges that the globe is facing now.

WHAT OTHER PROJECTS I CAN LOOK TO GET INSPIRATION?

Gunillse - old Angered village. They are facing the same problem that they are governed by the city centre. You should contact Erick Bick and Dan Melander who are working there.

HOW YOU POSITION FRAMTIDEN AMONG OTHER STAKEHOLDERS IN LÖVGÄRDET?

At the end of 2019 Gothenburg set a new budget for the whole city where we are included in. This budget, among other things, says that we as Framtiden, with our whole consortium (including daughter companies) are going to work together with other committees (Swedish: nämnder) and Board of Directors (Swedish: styrelsen) to get all the 6 particularly vulnerable areas (Swedish: Särskilt utsatta områden) in Gothenburg away from the list by 2025. That is a big mission for us. Currently, we cannot say anything before we have put any strategies and maps together.

DO YOU KNOW WHEN THESE STRATEGIES WILL BE READY?

Our plan is to have something to deliver before the summer. But it's not sure when it will be exactly.

WHILE SETTING THE STRATEGY ARE YOU GOING TO WORK WITH OTHER COMPANIES OUTSIDE YOUR CONCERN?

Yes, we have to work with other companies. In these areas, we have many apartments, but we are not the only one. To be able to take the whole area out of the list we have to it with several parties.

HOW DO YOU SEE YOUR POSITION IN THIS WORK TOWARDS THE MENTIONED GOAL?

In the budget it says that we are going to be the main player but we are not going to be the only one working with it.

THE PROBLEM IS THAT RESPONSIBILITY OF EVERYBODY SIMPLY BECOMES RESPONSIBILITY OF NO ONE.

I hope that will be solved with the help of this budget.

YOU THINK WHAT CAN BE A PROBLEM TO REACH THESE GOALS?

That's hard to speculate right now because this mission is quite unique. No one has earlier done it in Sweden in such a short of time and big scale. Gårdsten have made a great journey. But the travel they made took 22 years and now we have to do this for 6 areas in 5 years. We can learn a lot and get inspired by Gårdsten, but at the same time we need to think about how to do it faster.

IS IT MORE ABOUT COMPETENCE OR LACK OF WORK-FORCE?

I think it will be a challenge for the staff as it is a big mission.

WHAT DO YOU WISH OTHER STAKEHOLDERS COULD HELP YOU WITH?

We need to be on the same side together, to have a dialogue where we can come along how to work in the area together. Right now it's too early to speak about how it´s going to be done.

WHAT YOU HAVE DONE SO FAR IN LÖVGÄRDET?

The one thing I know about is The Summer Space that we have been involved in. But Poseidon is doing a lot there.

WHAT WAS THE AIM OF FRAMTIDEN TO HAVE THE SUMMER SPACE PROJECT?

There were a few reasons. When Per Östling came to us about The Summer Space and we saw that youth can be inspired by young adults to studying, they can work in the area they live in, we thought it sounded as a good project. Also, it was giving youth something to do during the summertime and be influenced by older students. My hope is that they will try to apply for higher studies, not only finish high school. That it will help them to get a good job in the future.
But also, I find value in that young adults had a chance to work during the summer, to teach your professions and maybe have some value yourself.
From my point of view, it was about influencing youth and young adults. For me, it was win-win for everyone.

WHAT WAS THE PLAN TO DO AFTER THIS PROJECT FINISH?

We have had a thought to do this in other areas as well, but now when we got this new mission in the municipal budget, we want the strategies to be done first. So that we don't have a small island, which doesn't make any connection to the strategy. I want all these small dots to have a connection to the big movement we are trying to make.

HOW ARE YOU GOING TO WORK ON THE STRATEGY?

It will be on several levels. We have started to work with some parts.
When the strategy will be agreed 'inhouse' then we can invite others and see how we can connect to eachothers goals and plans.
We are going to look at the social part when we are going to work in these areas, but it's just one layer of the whole cake. We need to look at what services are there, the economy part and others.

HOW DO YOU WANT TO MEASURE EFFECTIVENESS OF YOUR METHODS?'

We are having good dialogues with the Police departments which the areas borders are taken from. First we need to learn and understand how the particularly vulnerable area (Swedish: Särskilt utsatta område) gets on the list, in order to know what requires to get the areas off the list. Then we can decide how to measure our efforts and methods.

HELENE RAMSMO

Community police, police officer at crime prevention, at
Local Police District Gothenburg Nordost

HOW DO YOU WORK AS THE POLICE IN AREAS LIKE LÖVGÄRDET?

We have a plan of work and we also have the ability to step away from the plan in times when there is no time to think. We are actually 'doers', maybe more than municipality or people living in the areas.

I was there [In Lövgärdet] last week to meet the parents, who want to start safety walks in the night. They often have a problem to start things, because they start to think about what the problem is. They have tendency to see the problems that are not really there, they should just go ahead and do it. Maybe this is the Police way of thinking. It could be because of difficulties understanding the Swedish society and the fact that many people don't speak Swedish – they can't assimilate information. These are mostly Somalian mothers that wanted to start this. If I have a chance I encourage them to learn the language so that they can understand the society by themselves, not through their children as it seems to be in many cases.

DO YOU THINK THE LANGUAGE IS ENOUGH?

If they learn the language at they can watch and read news, they can talk to me and other Swedes, broaden their possibilities to get information. I cannot talk with them without an interpreter.

HOW DO YOU WORK WITH OTHER STAKEHOLDERS IN THE REGION?

The government programme Tillsammans mot brott (English: Together against crime) obligates us to work with society. I think it's right to involve everybody because we cannot solve problems ourselves. In all SDF in whole Gothenburg Trygg I (English: Safety in) is the top important part. I am a part of Trygg i Lövgärdet so every month I meet with SDF Angered, Lövgärdesskolan, Lyftet, Poseidon and Victoria Park. Property owners in the area are extremely important when it comes to working with crime prevention. In Lövgärdet it is Poseidon and Victoria Park. They need to take a place and to be seen as an authority by the people living in the area. As an example of things that the property owners can do in Lövgärdet; Employ security hosts, put up cameras, Broken windows (neat and clean), oversee who lives in the apartments-is it the one that are renting the apartment, arrange security walks and so on. These things need to be done! Not talked about.

We also have a group of Police officers, whose mission is to focus on this area.

AS YOU KNOW, THE CURRENT MUNICIPAL GOAL IS TO REMOVE THE 6 PARTICULARLY VULNERABLE AREAS FROM THE LIST BY 2025. WHAT NEEDS TO BE DONE TO REACH IT?

I think, that the housing companies should be more 'doers'. For example, new legislation about population registration is stating that it is illegal to live in another place than you are registered. In these areas (Lövgärdet, Hjällbo, Hammarkullen) it's often not the registered person who is living in the flat. They are renting it out to several other families to live in it and takes big money for this in the black market. These people don't know when/if they will be kicked out. It's not okay. In Gårdsten they have worked whit this problem for a few years and the aim is to increase the feeling of security. Tenants need to know that they can stay in these apartments, and they need to know who their neighbours are. And another is whatthey have to do is to clean up the areas. It is important to create

the feeling that the area one lives in is important. They need to create a feeling of responsibility among the people living in the society/Lövgärdet.

It is a bit easier with the public property owners that are a part of Framtiden. Mostly it has to do with secrecy and our ability to share information.

FROM YOUR PERSPECTIVE WHAT WOULD HELP DIFFERENT STAKEHOLDERS TO WORK MORE TOGETHER IN LÖVGÄRDET?

I think Poseidon and Victoria Park should work together. We try to work with housing companies when they are about to rent out service spaces. It´s important that the service and the stores are for everybody. They must be creating relationships and they should work limiting at the same time. Good forces should be rewarded.

Göteborgs Stad should give Poseidon and Victoria Park full responsibility of the management in the area. They should take (be given) full responsibility when it comes to (for example:) walkways, cutting shrubs, putting up road barriers.

WHAT DO YOU THINK ABOUT THE GOAL SET BY GOTHENBURG MUNICIPALITY?

It's good that they show the direction. Having ambition is good, of course, we need to do what is in our power. Good that housing companies got the mandate and resource to work with it. On the other hand, Gothenburg municipality seems to lack financial resources. For example they are dismissing teachers in schools in Angered.

WHO I SHOULD TALK TO?

I think you should contact Jessica Wejemark from Störningsjouren, they are going to focus on these areas.

WHAT IS THE MAIN PROBLEM IN WORKING WITH MANY STAKEHOLDERS?

Talking for myself I think that the main problem is that often they talk about money, marketing and PR. Also, they don't trust the people in the areas. From my point of view, companies decide themselves what to do, they don't take into account society's opinion. There are have actors from SDF, civil society and the public sector. All of them say that they are going to work with the society, they are going to listen to them, work with empowerment, but they have already made their decisions. There are also differences between possibilities and mindsets of actors in IOP. The society in Angered is fed up with the projects and asking them the same questions all the time. That's the main challenge for the whole IOP. Also, some companies are not so willing to work together as they compete for financial resources. Its more about Stadsmissionen, Räddningsmissionen, not about SDF or Poseidon, cause they already have money.

WHO ARE THE KEY STAKEHOLDERS TO DRIVE THE CHANGE IN LÖVGÄRDET?

There are a lot of local associations, but how many of them are represented in Lyftet of those who actually live in the area? Not so many. For instance, Stöddnatet has people living in the area who knows this place. But how you work with society through workshops and meetings is really important. We need to find key people to join these workshops. It is important to listen to people and do what they want to. I feel that there are many things done that people were not asking for. You can talk with Eva Looström from Lövgärdetsskolan, she is working this way with kids and children rights. She is building trust which is the groundwork for all initiatives.

WHAT IS THE KEY TO SUCCESSFUL WORK IN LÖVGÄRDET?

If housing companies want to work good in the area they must realise that as white people they have the privilege and they need to work with associations which are very active in the area and has actually involved people from the area. The organisations struggle to find key people in the area, but they are there, it's not a problem that they are not engaged. We cannot expect them to have a lot of time and be more engaged than people in other areas. Why should we expect from others what we are not able to do ourselves? Often people organising workshops and meetings are angry that people don't come to the meetings. But If I am living at Frölunda no one from Bergsjön comes to me and tells me what we should do so why it should be like this opposite way?

SO THE WORKSHOPS WHICH WERE THERE ARE MORE TOP-DOWN?

I think so. If you want to work in an area, you have to be humble and aware of your role. I was working many years there and we are still doing the same thing on and on. We are listening, come up with thousands of activities which you expect people to come to. Obviously, it will take more time to do it from bottom-up but if you want to work sustainably and aim at long-term influence then this is the way to do this.

HOW DO YOU EVALUATE YOUR EFFORTS OUTCOME?

There is no plan right now but an app developed by Rädda Barnen with Accenture/Fjord might be used to evaluate the social impact of our actions. It is very difficult to see what has actually worked. You can count how many people came, write what happened,

and what's then? Does it make people safer? Are they feeling more included in the society? Do they have jobs? We have not really answer how to work with this, as it is an experiment.

WHAT IS STRATEGY OF WORK IN IOP?

IOP works on annexes for agreement, which are required to prepare if they want to make some activity. It explains who do it, the aims, finances and how it is connected to IOP's goals. And then there is a document called matris, which includes all the activities.

IS THERE A REASON FOR THE FACT THAT IOP DON'T INCLUDE PRIVATE COMPANIES?

IOP is based on previous collaborations, we needed stakeholders who already worked together and knew each other. It doesn't say that we won't include others, but I am a little bit worried about civic society, to keep them well represented when we have so many other stakeholders.

WHAT IS DIFFERENT WITH IOP COMPARING TO OTHER ACTORS?

It is only one year old but works quite fast. If you will look at for instance SDF Angered – they are part of the municipality and their procedures take much longer than ours.

AS YOU MENTIONED STAKEHOLDERS HAVE THEIR OWN WAY OF WORKING. HOW TO MANAGE THIS DIVERSITY?

It is also different because the process is very organic. At the beginning IOP thought that they will have many financial resources, now they have barely anything. So now their focus in on gathering money to organise two meeting places in Lövgärdet and Hjällbo (Swedish: mötesplats), because this is what they identified as the need from the society. But they have two groups: control and coordinating. In coordinating group they talk about planning actions. IOP is just a form of collaboration. They are not working with questions or themes, but with areas. This is actually quite a new approach.

FROM WHAT I LEARNT FROM OTHER PROJECTS IN LÖVGÄRDET DEPENDENCY OF A PROJECT ON ONE PERSON MIGHT BE A PROBLEM.

In the beginning, it was very needed to have this 'spider person' who connects all stakeholders and connect with the right people. There was a need of person who puts everything together and write reports, but they obviously don't want to be dependent on one person. That's why they are trying to split functions to two people, one in the control group and one in the coordinating group. They need to be in the area to do the work there.

HOW OFTEN DOES IOP MEET?

The two groups meet 4 times a year each, but they have contact between the meetings with the coordinating group.

WHAT DO YOU THINK ABOUT THE FUTURE OF IOP?

Right now the structure of the municipality is changing so we are not sure what is going to happen with IOP.

WHO I SHOULD TALK WITH?

You can contact Ove Sernhede and Tapio Salonen. They worked with Lövgärdet with Mistra Urban Future in Lövgärdets Lärcirkel.
Also, talk to Eva Looström from Lövgärdetskolan.

PER OLSSON
Poseidon Bostads AB

DANIEL LAGERÅS
Poseidon Bostads AB

HOW DO YOU SEE POSEIDON'S ROLE REGARDING WORK IN LÖVGÄRDET?

Poseidon has a very important role to play in creating security in the area

HOW YOU POSITION POSEIDON AMONG OTHER ACTIVE STAKEHOLDERS IN LÖVGÄRDET? (ROLE, POWER, LEGITIMACY, INTEREST ETC.)

Poseidon has a strong position in the area. More than 50% of all rental properties in Lövgärdet are owned by Poseidon.
We have received a strong mandate from our politicians to invest in Lövgärdet and work on removing the stamp as a "particularly vulnerable area".

WHAT ARE MAIN INTERESTS AND GOALS OF YOUR COMPANY OVERALL?

Our goal is to create safe and attractive accommodation for our tenants.

IN LAST YEAR'S CITY BUDGET FRAMTIDEN (WITH ALL DAUGHTER COMPANIES) GOT THE RESPONSIBILITY AND RESOURCES TO WORK, AMONG OTHERS, IN LÖVGÄRDET. FEW WEEKS AGO POSEIDON AND VICTORIA PARK SIGNED UP AN AGREEMENT REGARDING COLLABORATION IN THIS AREA. HOW IS POSEIDON WORKING WITH THIS CURRENTLY?

We have planned a security walk for us who work with the issue to see what measures we need to do together in the area.
We will review area signs and make a joint signage to create a common decree.
A half-time service is set up to work with Lövgärdet.

WHAT IS NEEDED FROM POSEIDON SIDE TO DEVELOP LONG-TERM COLLABORATION WITH VICTORIA PARK?

A common strategy for the area.

IN YOUR OPINION, WHAT IS MOST CRUCIAL TO MAKE A CHANGE IN LÖVGÄRDET?

Stop drug sales in the area.

WHO INFLUENCES YOUR WORK? WHO HAVE POWER AND LEGITIMACY OUTSIDE POSEIDON TO INFLUENCE ISSUES YOU ARE WORKING WITH?

Victoria Park, SDF, Police, Civil Society.

WHAT WOULD BE A REASON WHY WE WOULD NOT BE ABLE TO GET OUTCOME EXPECTED FROM COLLABORATION WITH VICTORIA PARK?

Limited financial conditions.

WHOSE INTERESTS MIGHT INTERFERE WITH YOURS? OR WHO YOU NEED TO MAKE YOUR IDEAS WORK?

The prerequisites for us to succeed in Lövgärdet are dependent on our cooperation with Victoria Park being as successful as we believe and hope.

TOBIAS KRISTIANSSON

Head of Development at Castellum Region West
(worked earlier in Framtiden)

HOW DID GÅRDSTEN WORK WITH SOCIETY?

In Gårdsten when they first started they realised that there is a large group of Finnish Swedes, Somali people (but there were no Somali tenants in HGF), Polish people. They took one person from each of them and one Swedish person (who lived there since it started) into the board. It could be questioned if they took outspoken people or those who you think they fit? It is always a question in democracy.

I don't know how of our many tenants were in HGF. But HGF has a lot of power, they get money in project funds financed by real estate companies and HGF could decide what to do with that money. They have a democracy system to choose the local representatives. If you would have a large Somali group going to HGF meeting they could choose their person for a representative, but it's not the way how it looks in these areas. That's why I think its a difference.

I think that is why now you should look into new solutions for direct democracy, use apps or send out a voting form on social media. Then it would be representing tenants.

SHOULD THEN THE STEERING GROUP WHICH I WORK ON HAVE A RESPONSIBILITY TO EMPOWER TENANTS? THEY COULD START WITH MAYBE TWO PEOPLE FROM TWO BIGGEST MINORITIES IN THIS REGION AND START TO WORK WITH THEM?

I think you should choose people, not by the nationality group. A representative shouldn't be a strong person coming from a certain community, but rather a person who can get the voices heard. It is a difference. It should be maybe a woman who works at in-school

restaurant, who is a Somali woman, who meets a lot of people every day. Then if you include such people in that group they are bigger than any strong formal representative, because they hear a lot of local voices. Aim of this person participation in the group should be to bring these people perspective into this discussion. This would strengthen the democratic process.

DO YOU THINK THAT SUCH MODEL OF COLLABORATION CAN WORK?

If you sit with such group by the table and ask them to decide, you should first do what you did – map the economical, personal resources, localities. Look what this group can use. Of course, in the beginning, the big companies might have to give upfront some resources so there is something to start with. But if you have such a group discussing the most important things for Lövgärdet – this is a really good way to start. If they could make some difference, the self-esteem about this would increase and then they might become braver and braver. If I were them and you would come with this to me showing how Lövgärdet works, how the group should be formed I would say it is a really good job. If I look at the mapping of connections between stakeholders from the time when I worked in Framtiden, this would show me how much I have to collaborate with other people.

LOOKING FROM PERSPECTIVE OF REAL ESTATE COMPANY – WHAT DO YOU NEED to CONSIDER A PROJECT TO HAPPEN? I OFTEN HEAR THAT THE MAIN CONCERN FOR THE COMPANIES IS SUFFICIENTLY GOOD EFFECTS IN COMPARISON TO SPENT FINANCIAL RESOURCES.

Of course, things cost money. But this is the reason why we should go to people and tell them - this is

the amount of money which we want to spend, we cannot do everything, we need to prioritise, we have to choose one and what do we choose?

BUT COMPANIES CAN ALSO LOOK FOR RESOURCES BY COLLABORATING WITH OTHER COMPANIES.

Yes, you can save a lot of money by doing things together instead of doing it on your own. We had a lot of these in Bergsjön. There was a group of Somali women who came to us and said ''we want a gym for us''. We said ok and we started to think about how we can help them to get this gym. We didn't have ready money for this, but we started to think about how we can do this to use what we have. Then we found way together with tenants to do this. We said what we can do and what they can do. I said that if they want to create something, I will help them.

It's not always a matter of money, but of costs that we have. We knew where these women lived and we had one place which we could never rent out. And we thought that these women to get to that place they need to pass the square. We were paying so much for the security guards on the square that time because there were open drug sales, but you don't want to sell drugs when moms walk by, right? So we had a lot of woman walking there at nights so we could save money on the security. So we saved a lot on creating this gym all in all. We found a way to finance the gym. There are possibilities. Saying that the company don't have money is not a solution. Let the tenants be part of the cost. We can create money. We heard from someone that there are tenants who want to come to us and ask for fixing one place which was deteriorated and we knew that. We had some money for it and then I went to the tenants to know their opinion about how it should look like. We said that we can do this because the cost of fixing the place after graffiti lowered down we have money to do one thing. But if this trend would continue then we might be able to do another next year.

If we look at all the money we spend for instance for security – we could use this money for something else if only this wouldn't be needed. If you involve the tenants in that then they can see that they need to ear the money they need to spend.

This is just a business case, it would be stupid to not use this opportunity.

KAJSA CRONA

Head of Housing Business Network & senior architect at Sweco,
Adjunct Professor Chalmers

WHAT IS THE BIGGEST CHALLENGE WHILE WORKING WITH DIALOGUE BETWEEN DIFFERENT PROFESSIONS AND INTERESTS?

I don't see it as a struggle. We always work in teams, if not with other professionals from Sweco then from other companies. It's our everyday work, because we know as architects that we don't know everything. It is quite easy to work with other disciplines. I think that my colleagues in other disciplines are as interested in sustainable solutions as we are, but they have another perspective and knowledge.

HOW DOES THE WORK WITH STAKEHOLDERS SUCH AS HOUSING COMPANIES OR MUNICIPALITIES LOOK LIKE?

As architects we get our work from our contractors, those who needs our competence. They put a question which they need to be solved. It is the same kind of economics which are part of the solution. These are frames for our work that we have to consider. Contractors or landlords have the biggest influence on the area. We just help them to fulfil their dreams and goals.

DO YOU HAVE SOME TOOLS WHICH YOU USE DURING THIS PROCESSES OR YOU DESIGN THE PROCESS EVERY TIME?

It could be different. In Sweco we have created a tool which we call 'design dialogue' which is used for meetings with tenants together with a person which want to develop something there. That we have used especially in very early stages to capture qualities in the places that we don't know of and so that we have easier way through the detail plan and subjects that people could object to.

When it comes to the meeting with contractors to find out about their goals and how we can help them, there are different kinds of techniques or manners that are more personal. We have no common tool for that. We have some tools to figure out sustainability goals, we use game with cards with sustainability questions from SDG. These help in early stages to define how and why we are doing things.

WHAT IS MOST IMPORTANT TO ESTABLISH GOOD RELATIONSHIP WITH E.G. CONTRACTORS?

To have a good dialogue, to come through with big ideas you have to first listen carefully what are they saying. In contractors work you meet a person who has a task within their company. And this meeting need to be in a concrete manner to feel that we can understand each other and that we are. To find that nice position together – it is important. When you find these attachments between the people you can start talking about thigs as sustainability. That might not be on list of the issues that they have with them, but I think that awareness of such kind of questions (both ecological and social sustainability) has increased a lot through last years. Many people in other companies have bigger awareness. Even with if the company itself hasn't go so far yet, the person that you meet could come further. And if they haven't, then its our task to inform them about what they could do. Then they might say no. If so, we have made the effort to educate them – this is a possibility that you own, you have power and these things can get better in this area.

HOW DOES DIALOGUE WITH TENANTS DIFFER FROM DIALOGUE WITH COMPANIES OR PROFFESIONALS? DO YOU ALSO WORK THERE WITH AWARENESS?

We met tenants before anything is made, in a very early stage when we are figuring out city plan. But from the point when you have a task to e.g. make drawing for multi-family housing – then you never meet the tenants. You already have the task from contractor and they are very clear about what they need, they feel that they know needs and economical possibility that the tenants could have. At that point, the only thing that matters is economy to have economic abilities. It is more interesting for them then qualities. This is the hardest struggle in work of architect – to try to teach contractor the qualities they could do if they only could pay a little bit more money.

DON'T YOU THINK THAT ARCHITECTS SHOULD WORK WITH TENANTS OF SURROUNDING BUILDING ENVIRONMENT WHEN A NEW PROJECT IS STARTED TO KNOW THEIR OPINION ON PARTICULAR PROPOSAL?

When I get work from the contractor, the frames are very well defined already. The system in Sweden make I unnecessary to talk to people nearby, because it is done in detail plan work. The municipality has the responsibility to meet the surrounding tenants when they plan the area and ask them how they feel about it..

If it goes about particular proposal if you talk about what is nice and what is ugly, if you ask people on the street, then you could have very strange answers.
When I was new as architect, I made a palette of colours for mental hospital. It had tones of purple and brown. I came to present it to medical stuff and I asked them for an opinion. Everybody was completely silent. Finally one person said that they like more yellow. Two weeks later I came back with a yellow proposal, but during these two weeks they had the first colour scheme on the walls. So when I came with yellow proposal, the same woman said that the yellow is nice, but they like the purple better. So I think that if you ask people about opinion – things could change over time. It changes when you have more knowledge, when you seen it for a while and you start to like it or dislike it. We as professionals, should be aware of that nice environment is much more about the scale and detail than about for instance colours or appearance. We have another responsibility to teach and explain

people why we make the choices that we do. I don't think that it would have been such a problem if it weren't so many professionals that didn't know how to do things. I think that's the biggest problem.

DOES SWECO MAKE PROJECTS IN SÄRSKILT UTSATTA OMRÅDEN?

Yes, we have. We have had one project in Biskopsgården for small houses and then we have had in Bergsjön. Since 2007 we have been working with the whole area. Now we are looking at the path between Rymdtorget and Komettorget and we are also doing culture house in Bergsjön. We also made Angareds Närsjukhus.

DOES WORK THERE DIFFER FROM WORKING IN OTHER PLACES, WHICH ARE NOT ON THIS LIST ?

In Bergsjön we have been more personally involved, but it has been done after hours. The working time looks the same. People have been engaged and went there in their spare time to try to involved more in discussions with people living there. We made for example birds houses with children in Bergsjön and we took part in their running competition. We made it to show them that we are there. We made different dialogue actions to try to present the culture house before it was build.

HOW DID YOU ENGAGED PEOPLE IN THESE ACTIONS?

Problem of engagement appears wherever you go. We tried to make happy events that would present what is going on and try to reach the interest from the children, cause as kids come then parents also join. Like those birds houses, they are hanging there now, they can point out on something they did. That was our strategy – to be part of happy events, not create new special events. Trying to see what kind of days are there already in traditions and trying to strengthen them instead of inventing something new.

WHAT DO YOU THINK WE SHOULD WORK WITH IN TERMS OF SOCIAL SUSTAINABILITY?

The biggest problem that I see is that all the contractors work is led by the need of having economic profit for the owners of the company. That makes the building expensive, because you have always profit to give back. When we talk in Sweden that it is so expensive to build, that is one part of the answer. We don't have anyone who build without a profit. Look at

other countries, they have social housing, where they build without profit. In Sweden we don't have that because we closed that door in the beginning of XXI century when authorities said they don't want to do social housing, because everybody should be able to live in our houses. Before they had that task, but then it disappeared. Now it is a problem, because building with profit is expensive. So in Autumn 2019 we had a conference at Chalmers about social building and modern self-building, there came over 300 people. We were talking both with smaller cooperation that built with themselves and those with bigger structures. We talked how we could start movement for people to be more involved in the building process to keep the economy down. Like we did in the beginning of XX century in Sweden when people were building their own houses. They could keep the expenses part for construction and also no one took the profit from them. So that is one project which I really care a lot about.

GOTHENBURG HAS A GOAL OF REMOVING ALL AREAS FROM THE LIST OF SÄRKILT UTSATTA OMRÅDEN JUST IN FEW YEARS. WHAT DO YOU THINK THEY SHOULD START WITH TO ACHIEVE IT?

I would say that a lot would happen if we would help people to own their own house and help them to be part of that process. If you build yourself you are proud, you engage and you take care of the area cause you have put so much effort in it. You become a role model for others in the area, which can see that they can also do this in the area.

We follow one research project where Familjebostäder (not sure exactly) where they decided to sell one building to the tenants who lived there so that they own their house like böstadsrätt. Then at Chalmers we look at it as a research case to follow those tenants and see how their behaviour differs from those who stayed in identical house but on hyresrätt. When you start to own your house, you start to change your behaviour. If you are just a tenants, you don't care so much about environment around you. You don't see it as a value. You throw your rubbish just outside the door. If you are owning your house, you start to become a part of the community and someone put demands on you and say that you have to be good cause we own this house together. So if you don't take care if your part, my part will be less valuable. So owning a part or a whole is important for the area to

become more proud and for people to be proud, to be more engaged in the area.

WHAT DO YOU THINK COULD HELP TO SOLVE CURRENT HOUSING CRISIS IN GOTHENBURG?

I think they could put the ground for people who wants to build themselves and help them with how they could do that. This could be one of the solutions. In Stockholm, there is a Stockholm cooperative housing company. They have been building houses since 1930s. Their goal is to build houses for tenants so that tenants can own them in the association and be part of expenses for the maintenance. They are not hyresmarknad, its other type of cooperative of tenants. I would say that Göteborgs Kommun could have easily done similar type of cooperation to see if that could also be efficient for people to feel that they are part of the housing process. To see the relationship between how they behave and how much they have to pay rent. This could impact their living conditions.

DO YOU THINK THAT SOMETHING SHOULD CHANGE IN PROFFESION OF ARCHITECTS?

I think that our competence is not always appreciated in a way that it should be. Architects are one of a few professions which think not only about today but also about tomorrow and the generation which comes after us. If we could do more like in other countries, that architects has the responsibility for the economy. If we could say to the contractor which have payed you, that I need to do this, and they need to do this, because in other way I cannot go on as architect – that kind of responsibility could have and it would be gaining for the future society.

SO IN OTHER WORDS, MORE POWER FOR ARCHITECTS?

Yes, we are the least powerful architects in the world. And this I think is a problem for Swedish society.

IT IS QUITE SAD THAT ECONOMY OF DEVELOPER IS RULING THE LIVING ENVIRONMENT.

I think that economy should be also revitalised. I think we are measuring money in the wrong way for instance we are putting taxes on labour work, but at the same time we know that making work is something that is bad for environment. For instance if you want to use old bricks to use them again, then it is much more expensive then buying new ones. It cost so much to

pay labour work to clean up these bricks. So if we could free that work from tax and instead put tax on the materials then it will be much easier and cheaper to use old materials. That is something that we just have to decide, but its economists that have to do this.

DO YOU THINK THAT ARCHITECTS SHOULD STAND AS A LEADERS IN URBAN CHANGE PROCESSES?

When you look at process that we do today, they are often very good. You make a lot of documents where you put qualities and say what should be done. Those who make these policy documents are usually very good at what they do and the process is very smooth and everybody agree. But if you put these documents in hands of contractor, they just look at the detail plan and they don't care about all other documents, because they are not binding. There we came to the point where only the money is necessary. So then you don't need all these qualities you have written about. I think this is the lack of Swedish system that we cannot force someone to do what they said they want to do. And punish those who didn't. That I think is a problem. If the policy documents are not in detail plan, they don't count.

I think that architects have already leading role if you look at Stadsbyggnadskontoret. But then in Gothenburg it is very strange that Traffikverket has as much as those architects or even more power. This should be changed, because it makes very bad areas.

WHO I SHOULD TALK TO MORE?

You can talk to Ann Legeby who works now in Stockholm. She works a lot with early stages and methods for city planning. She was part of the research in Angered – delatstad.

MY WELTHER

Projectleader in Local Development Work at Hyresgästföreningen
region Västra Sverige

HOW DO YOU SEE HGF ROLE REGARDING WORK IN LÖVGÄRDET?

Hyresgästföreningen is composed of people who work for it voluntarily and those who run the organisation. Lövgärdet is represented by 3 HGF groups, people working there are volunteers, but these are group quite weak. On the district level, there is HGF Angered, which right now have a very deep conflict. It's a right now a big lack of trust from all sides.

SO IT'S INTERNAL PROBLEM OF HGF?

Yes, especially between Angered and the city and even on the national level. So it's big crack right now. It became a kind of 'we' and 'they'. It's a big lack of confidence and trust and that will hurt even more on the local level as Lövgärdet, cause groups on such level are already quite weak. It will take a longer time for them to become a local stakeholder at the local level.

WHY THIS PROBLEM CAME PARTICULARLY IN HGF ANGERED?

In many ways, most people think it is a political fight. On the national level, it is no secret that the national level of HGF is very close to Social Democrats party and HGF Angered has been very much connected with Rättvisepartiet Socialisterna, more to the left. When I started to work with HGF Angered they were very weak. It was feeling more like a "family company"- very introvert. No outdoor activities. But Kristofer Lundberg can and has mobilise a lot of people so Angered turned up to be one of the strongest HGF groups. He and HGF Angered tried to encourage all local HGF group. But now in a situation when Kristofer Lundberg,

who was a chairman of HGF on the regional level in Gothenburg, is not allowed to take part in HGF. There have been questions about the financial transaction of the organisation which involves Kristofer. So now it is under investigation and a lack of trust is emerging. It is a lack of trust from both sides. But HGF Angered turned out to be so strong local force that it will now delay local development. Especially in Lövgärdet. The HGF-groups do not work together so much as the situation and the local tenants need. Lövgärdet also have a very strange architecture, it's not a place where is easy to meet. Rather the opposite. There is a lack of natural meeting places there. So when you have that kind of neighbourhood you have to work much more to bring people together. As we did in Kryddan. And you have to stay and support for a long time

HOW DID THIS PROJECT START?

The whole process started in 2011. I have been working in Majorna on activity house and it turned out to be a great success, so when they wanted to create an activity house in Lövgärdet then I was asked to lead the project.

WHO INITIATED THIS PROJECT?

It was HGF together with Stena Fastigheter which was owning Södra Lövgärdet at that time. Stena was very involved. Poseidon and SDF Angered were also part of it. It became a result of another project which we called Mission M where we tried to figure out what people wanted. We found out that they wanted more meeting places, they felt lack of safety, they were not comfortable in their neighbourhood. It turned out that many people wanted to take part in local community work. So it started in 2013. The goal was to create an

activity centre and meeting place. Even if the focus was on children and young people, we also wanted to have whole families, because in that kind of surroundings youth is depending on the family situation. At the same time, old people are quite lonesome.

So we had cafeteria at the day time mainly for older people and evenings were for children and youngsters. In the beginning, it was quite hard, because Lövgärdet is one of these areas which are tired of projects. But we worked quite a long time, we gave people jobs during the summer. It started to be more of a hangout place, we made children activities like cooking, music studio, community theatre, creative works, discussion evenings. When I left the project Pia Leppäniemi and Merima Muharemovic took over. Pia was most involved in younger children when Merima took care of young adults. That time Kryddan was more of success. Many people started to come there. Pia is living in Lövgärdet, she is a local person that has been working for a very long time in the area. She knows a lot of people, but also the history. She is now a chairman of HGF Södra Lövgärdet.

I think it would have survived if Stena wouldn't sell out their properties to Victoria Park. Stena was very much involved, both on the structural level, but also those people who worked for Stena they were very involved in this project personally. When Stena have left Lövgärdet, Victoria Park wasn't that quite interested in getting involved with Kryddan. They were very new in Gothenburg, they didn't have social contacts with the city and Lövgärdet. Stena is established for a very long time in Gothenburg. So that was one of the biggest reasons why we couldn't keep on. But it was also about SDF Angered, we wanted to have IOP with us. They were interested, but when Stena disappeared, it became insecure. Victoria Park was not a strong supporter of Lövgärdet and for the project. Then we tried together how the community as a church, school, different groups and organisations can carry it on, but there was not that much interest. The time wasn't right I think. The three local HGF, they had little interest to cooperate, they were more competing in some strange way. Struggling to make their own group to survive. I felt that Lövgärdet is like a little village, where is a lot of gossips and invisible connections. And fear. That is also a problem that people didn't want or dare to make statements. And also the fact that the architecture of the million programme is not making it easier to meet. When for the first time I came to the square I thought I came to the wrong place which looked like a backside. It is not a cosy place, it feels insecure. It was more a feeling of fear than a joy to see somebody turn up

there because of the conforming of the square

The financial situation might have been another reason. When people don't have social networks and knowledge of searching for financial support on a voluntary base it is hard to go on. It different then in Majorna, where people are used to searching for projects support, they are more socially connected on a private level. It is easier for them to speak and contact with other organisations.

SO THE SOCIETY THERE IS STRONGER THAN IN LÖVGÄRDET?

Yes, absolutely. When I look at it another way, maybe it did not lack money. When I compare project in Majorna and Lövgärdet, the one in Lövgärdet had incredibly much more money (especially from Stena) then one in Majorna. But the lack of confidence in the neighbourhood made it difficult. Pia continued to search for money in other places after a project education, but how to do this is not common knowledge. There are not so many strong individuals in Lövgärdet, which makes many organisations come TO an help Lövgärdet, but they are not from Lövgärdet. I think that's a very big difference between Lövgärdet and Hammarkullen in Angered. Local society in Hammarkullen is so much stronger there.

WHAT IS THE MAIN GOAL OF HYRESGÄSTFÖRENINGEN?

It originates from the tradition of unions and the workers movement in Sweden. It was formed 100 years ago when there was a big lack of good homes, a similar situation as now when prices where high and existing flats were in bad condition. So people started to organise themselves to get a good home for a reasonable price. It started as an organisation fighting for the right to have a good home. But during the 50s, 60s it started to be like a union, which lost fighting spirit and became a more expert organisation. Ten years ago there was an new discussion if we are real people's movement or we are more of a insurance company. We help tenants it they have a problem with company owners. We also work with rents negotiations. And local projects. But we wanted to be a peoples movement again

During history, it turned out that HGF has been very closed to Social Democrats- grew out of the same roots. But during the last 10 years when the strong voices came, that HGF should fight more for the people who have no good accommodation and market rents.

So HGF has always been a political organisation. HGF stared actually in Gothenburg, so I think the fighting spirit is stronger here than in Stockholm. Gothenburg is more of a underdog city.

HOW MANY OF TENANTS ARE PART OF HGF?

It is quite low in Angered, it's around 25-35%. Where I live, in Majorna, its around 70%. So a lot of our efforts last years was to make HGF stronger in Angered. HGF Angered made a good job, they made HGF famous on the local level. Many people coming to Sweden were thinking that HGF is some ethnical group just for Swedes, so they didn't feel welcome. We were working a lot with our views on racism, sexism and so on. Nowadays it's much more mixed, but the situation which we have today, I think we will lose members in Angered. If we lose Angered for a couple of years, then we lose a part of the people movement, which I think is the soul of HGF. We have a hard situation right now, and for the community as Lövgärdet is even worse, because they are in the situation of trying to go up and come together. I don't know if they strength and will to keep on working for HGF. I think those protests against market rents will continue, but I am not sure it will be in the name of HGF in Angered.

EVA LOOSTRÖM
Responsible for the implementation of method School as Arena in
Lövgärdesskolan

WHAT IS LÖVGÄRDESSKOLAN WORKING WITH RIGHT NOW? WHAT ISSUES DOES IT FACE IN THIS WORK?

Lövgärdesskolan is a part of a special method called The school as an arena. We are 5 schools in Gothenburg that are testing this method. This is not just a project. It's a way of working, that we believe should stay and be successful. The ground for the method is that in Gothenburg there are different skills for different areas. Lövgärdet is a special place, the Police say it's a certain area with difficulties. That's why we are trying to make things equal. It is part of city work towards equalising. The school as an arena is a method that says that the school is a safe area for the kids and if it's safe then we should use it. Parents don't allow children to go to a place where they don't feel safe. If they are safe in school then they can stay in school. After the lessons are done they can do other things. And all these things are different stuff, there are some sports, a lot of creative things. I could be the one to decide what is going to happen in school. Or I can say: no, I am not the one who will propose the things. It should be kids and their parents. So that is why we have an open school and when the lessons are finished in the afternoon we start other activities. We have at least 10 things to do. In my way of looking at it, this is social mobilisation. I am not the one who comes from another part of the city and tell people what to do. The people here are those who decide what happens here. Some activities are already here. When activity doesn't have many people interested in them, then we talk with people and try to find a new activity.

The other step is that it should be made democratically. So we have decided at this school that we will take a part of the money, 30 000kr, to create a participatory budget for kids. Kids chose a representative from each class and they create children board. They have a meeting every second Monday. If a child has an idea, they write it down and bring it to children board and that board discuss it. Then the decision goes back to the child with an idea, and they make it to come through with some support from adults. In this way, it's their money and their responsibility. Today we are going to have waffles, cause some kids in 5th grade wanted to earn money for the class to go hiking. Tomorrow another class is going to sell smoothies for the same. One group was asking for money to redecorate the classroom. They got money for paint, we went to the second hand to buy curtains and they made it during the Easter holiday. So all those things make the school living, the feeling of possibility that kids ideas can come true.

WHEN DID IT STARTED AND HOW WOULD YOU ASSES THE EFFECTS BY NOW?

We started at the beginning of March and we have had 6 or 7 ideas that came to children board. I don't see any problems now. Only thing I need to make sure that it works is that if kids decided on making something and they have money – who is going to help them. Because they need some sort of help. I am helping everybody as far as I can. But if I am not here we have to find a good model for someone to take care of this.

It took 2 or 3 days to get the first idea from the time when we told kids about this idea. I think it's fantastic. This way I don't have to find out what kids want to do in the afternoon. I am also not the one who is going to arrange it, they are going to do it. This is the democratic way of working right now.

I have also another way of working. This is parents and adults. We invited them for dialogues, not an information session. Nobody is going to tell parents what they should be thinking about. This is about dialogue and talking about the things they want to talk about. We have invited different persons to these meetings from Police, social office, people who work in the area. If there are questions, somebody should be there to answer them. We also decided that we are going to have a dialogue with the help of culture interpreter because many people don't speak Swedish that well. So we started with a group from Somalia and then had a group with Arabic. Ideas were coming up there – they wanted to have family walking because the area feels safer when adults are walking around. And they also wanted to have a family dialogue with their kids. Exactly when we are about to start with this, then coronavirus started. Then people were afraid to go on with this.

DO YOU THINK IT WOULD BE POSSIBLE TO MAKE SIMILAR MODEL OF PARTICIPATORY BUDGET FOR LÖVGÄRDET AND FIND PEOPLE WHO COULD GATHER LOCAL IDEAS?

Yes, absolutely. We have Hyresgästföreningen (HGF), they are also a democratic organisation. So we are working close to HGF because I think we should do things together, I think we have to be very close. If we would have a new programme for dialogue with people in the area, this can work. We have a lot of different organisations, which are trying to do the same in the area. Nothing is bad. When I started here I wanted to make my work a part of work which is already going on, not to start something new. So no I am in a phase that I think I would be the one who is asking other people if they would like to come and talk about different things. I am the one who is introducing a lot of new things to do because I am here all the time.

HOW DO YOU APPROACH PEOPLE WHO HAVE PROBLEM TO SPEAK IN SWEDISH, THE GROUPS WHICH ARE NOT SO WELL INTEGRATED INTO SWEDISH CULTURE?

When we started the parents' dialogue we used culture interpreters. They don't have cultural interpreters in every language. But it is a good way of starting with people who are not familiar with Swedish society. I think it's difficult. Last time we met with parents, it was 6 different languages. It is not a good way of talking with people, its fine for telling. When school informs parents it works. But some parents don't even read so they cannot get information. Interpreters work through WhatsApp so they could hear the person speaking.

CAN YOU TELL MORE ABOUT LÖVÖGRDETS LÄRLABB?

This project was financed by Vinova and has already finished in December 2019. The idea was to work with the children to look at how to help them to go along with the school. It was not only about homework but also about motivating kids. They started with grade 6th, which is now 8th grade. From the beginning, they had a lot of people who came as a volunteer and helped children. Last term we had an agreement with the pedagogic university to have students doing an internship. So we had many students last semester and there came good connections. If you have a good connection with one kid, then you can go on. Many stayed here after the internship and still help the kids even if they don't have to. This term we have new students. We tried it for 3 years with one degree, now we will try with more grades. This Lärlabb idea was based on that we learn by doing. We don't know all the answers but we try. We learned a lot and I think it was a very good idea, that's why we took a new group for the continuation of the idea. So it was Lärlabb and now we have school as an area.

WHAT ARE THE MAIN STRUGGLES IN YOUR WORK?

I don't face many problems. We had finances form housing companies, we have IOP which we can ask for help. Our headmaster is also very supportive. If I am here I can make sure that we build some structure for decision making, so when I leave then everything will be working. It's not because of me that we have school as area, I am just building it, then it will be here for a long time It is also the role of this idea, to take care of society, to be a part of, not only the school. Why it is working here, this is a school where people are interested in what is happening. People are not afraid of failing or testing. Most of the people are joining. It is difficult for me, I am always trying to be positive, it is hard to wait for everything, I want to just do, not plan a lot. And if it is not going to be good then it's okay, we won't do it again. The problem for me is that I shouldn't be pushing too much. Cause I am full of energy and if there are people found of trying then it's a risk that I am the one who is running in front of everybody. This is the big work for me. Usually, I go in with idea or project, I am working for around 5 years and then I set back and it's working. If I am running too fast, then I would be the only one who is

in charge. If you work with social mobilising then it's not the case. You shouldn't be the only one in charge, you always have to wait a bit or hurry up a bit, see if all are with you. If you have this balance then it's not a problem when you are leaving. You have to make sure that all ideas which you made will stay as part of an ordinary job that people are doing. So my idea should be part of all work at school. It should be inside the organisation.

DO YOU HAVE SUPPORT FROM HOUSING COMPANIES? ARE THEY INTERESTED?

Yes, I have, they are very interested, we have many meetings. We have meetings about safety and IOP. If I ask about something, they are usually very positive.

THE CITY OF GOTHENBURG ESTABLISHED A GOAL OF REMOVING ALL PARTICULARLY EXPOSED AREAS FROM THE POLICE LIST IN FEW YEARS. HOW DO YOU THINK THIS GOAL SHOULD BE APPROACHED?

Police are checking out crimes criminals. If there is criminality, of course, they should collaborate with housing estates and schools.

I am working with trust. Often here people don't trust the Police or Social office. I have to say that the authorities don't trust the people either. It is mutual. Even if we are starting to trust each other in school with pupils and parents and network in the area, then we can start to trust each other. But when you have it you have to keep this trust. In my opinion, some of all those organisations are not reliable. That's the case sometimes. We work to far too little with this. They are putting a lot of faults on people who are living in the area.
When I started here I was not so annoyed by this list. I knew what is happening here. In the same time, I know that it is just one way of describing an area, and there are many other ways to do that. One who is fed is the one who will grow. If we are just feeding that part of the reality after a while it will be the only one left.

I THINK IT IS ALSO RELATED TO THE FACT THAT IN MEDIA IS MORE BAD NEWSES THEN THE GOOD ONES.

Yes, I was in radio last week with Håkan from Lyftet and girls from children board in our school. The girls talked about the board and the work they have done. I have been working with this type of problems for a long time. When I stared in Angered almost 10 years

ago we said that we are going to be the best place for people who grow up and live here. And of course, children are with you form the beginning and on the way. They think – this is my area, I like my area, why are people just talking bad stuff about it? And it takes a lot of time, you need to start with those who are in the area. When they start to believe again it starts to make a change.

SO YOU SHOW THAT YOU TRUST THEM AND THEY GIVE THIS TRUST BACK.

Yes, if they are trusting me I have to be reliable. If they say they wanted to have waffle café today, then I have to say: yes, of course, I will help you. Otherwise, it won't happen. With all the people I am working with I try to face them that if we are failing or we don't make the things that we said we will do then we have to very clear about it why. Then everybody can understand and you don't lose the trust.

TAKING YOUR WORK AS EXAMPLE, IF THE HOUSING COMPANIES WOULD ESTABLISH A SIMILAR RELATIONSHIP WITH TENANTS, THEN THERE WOULD BE NO MORE NARRATIVE OF 'WE' AND 'THEY'.

It is a lot of 'we' and 'they' right now.

RESEARCH

GATHERING DATA - INTERVIEWS PROCESS

Date	Note	Name	Affiliation
24/01/20	First to know	Per Östling, Christer Owe	
06/02/20	Victoria Park	employee	
11/02/20	Lyftet	Håkan Giselsson	
13/02/20	Göteborg Energi	Eric Zinn	
13/02/20	GU	Pia Andersson	
21/02/20	GU	Lasse Fryk	
03/03/20	Framtiden	employee	
06/03/20	Polisen	Helene Ramsmo	
11/03/20	IOP	employee	
27/03/20	Poseidon Bostads AB	Per Olsson, Daniel Lagerås,	
06/04/20	used to work in Framtiden	Tobias Kristiansson	
16/04/20	Sweco/Chalmers	Kajsa Crona	
20/04/20	Hyresgästföreningen	My Welther	
04/05/20	Lövgårdesskolan	Eva Looström	

SOCIETY
ACADEMIA
PRIVATE
PUBLIC

The interviews and meetings, done from the beginning of the thesis till nearly very end were a main thesis research method. They allowed not only to gather data for the analysis but also to better recognise the motives and perception of different stakeholders, which is presented in network mapping and interest mapping.

INTERVIEWS → DATA → CHARACTERISTICS MAPPING
DATA → SOCIAL NETWORK MAPPING

STAKEHOLDERS SOCIAL MAPPING

STAKEHOLDER NAME

RELATIONS:
- decision-making connection
- organisation connection
- financial connection
- agreement signed in March 2020

- region (swedish: län)
- municipality
- public sector housing companies
- private sector housing companies
- other public companies
- other private companies
- associations
- charities
- religious organisations
- academia
- projects
- collaboration group

full circles - connected
empty circles - disconnected
rings around nodes - decision making responsibility

located in the area

GU - University of Gothenburg
BRG - Business Region Gothenburg
HGF - Hyresgästföreningen
IOP - idéburet offentligt partnerskap
VGIF - Västra Götaland Idrotts Förbund
SDF - Stadsdelsförvaltning

GÖTEBORGS STAD PARK- & NATURFÖRVALTNINGEN
STADSBYGGNADKONTORET
TRAFIKKONTORET
GÖTEBORGS STAD
ANGERED STADS DELSFÖRVALTNING
SOCIALTJÄNSTEN
TRYGGHETSANDORDNINGEN

VÄSTARVET · VÄSTRA GÖTALAND LÄN · VÄSTKUSTSIFTELSEN · GU · GU VENTURES · VINOVA · BRG · STADSLANDET · UNGA PÅVERKAR · HGF (REGIONALL LEVEL) · POLISMYNDIGHETEN · RÄDDNINGSTJÄNSTEN · GÖTEBORGS STAD · TRYGG I LÖVGÄRDET · FRILUFTSFRÄMJANDET · GÖTEBORG ENERGI · SOCIAL INLUSION (part of Chalmers) · LÖVGÄRDES-SKOLAN · SDF ANGERED · IOP · HGF PAPRIKA-ROSMARIN · HGF MEJRAM-KAPRIS · HGF SÖDRA LÖVGÄRDET · BRÄCKE DIAKONI · ERIKSJÄLPEN · RÄDDNINGSMISSIONEN STADMISSIONEN · STUDIEFÖRBUNDET BILDA · CROWN OF GLORY · FIRST TO KNOW · POSEIDON BOSTADS · LÖVGÄRDETS LARLABB · LYFTET · TIDIGT FORÄDRASTÖD · ANGAREDS MBIK · RENINGSBORG · STÖDNÄTET · VÄSTRA HISINGEN BASKET · VISITA · MOTIVATÖRS CENTRUM · ROSAHUSET · EKLÖVET · PRO · ANGARED SK · RENOVA · FRAMTIDEN · VICTORIA PARK · KUMMINDALENS FÖRSKOLA · VÅRDCENTRALEN · FRITIDSGÅRD · ALL TILLSAMMANS · VGIF · FRYSHUSET · LÄNSFÖRSÄKRINGAR · TRETJÄRNSKOLAN · SVENSKA KYRKAN · ETT STEG PÅ VÄGEN · HUSVÄRDEN · STENA RECYCLE · EGNAHEMSBOLAGET · NATTVANDRARNA · LITTLE KIDS PRESCHOOL · SOLBACKENS FÖRSKOLA · PIZZERIA · LÖVKOJAN · MÖTESPLATSEN · BÖSTADSRÄTTS-FÖRENINGEN FÄNKÅLEN · MOSQUE · WILLYS · ARABESQUE · KRYDDAN

STAKEHOLDERS INTEREST, VALUES, ENGAGEMENT MODEL, CAPABILITIES AND CAPACITIES

Columns:
FRAMTIDEN · POSEIDON BOSTADS AB · VICTORIA PARK · LYFTET · IOP · SDF ANGERED · GÖTBOERG ENERGI · GOTHENBURG UNIVERSITY · CHALMERS UNIVERSITY · POLISEN · HYRESGÄST-FÖRENINGEN · EGNAHEMS-BOLAGET · FIRST TO KNOW · LÖVGÅR-DETSSKOLAN · TRYGG I LÖVGÄRDET · LÖVGÄRDET LARLABB · GÖTEBORG STAD

INTERESTS & VALUES:
- FINANCIAL PROFIT
- BRAND-BUILDING
- ENVIRONMENTAL VALUES
- SOCIAL VALUES
- ECONOMIC VALUES

ENGAGEMENT MODEL:
- INACTIVE
- REACTIVE
- PROACTIVE
- INTERACTIVE
- RESISTANT
- NEUTRAL
- SUPPORTIVE
- DOERS
- PEOPLE-FOCUSED
- THINKERS

CAPABILITIES & CAPACITIES:
- CONTROL
- INFLUENCE
- SOCIETAL INVOLVEMENT
- ARCHITECTURAL DESIGN
- LEADERSHIP
- FINANCIAL RESOURCES
- HUMAN RESOURCES
- PROCEDURES KNOWLEDGE
- LOCAL KNOWLEDGE

0 1 2 3 4   scale   × no access to sufficient

TEAM LÖVGÄRDET
Forming a collaborative framework for a local development in west Sweden

ALEKSANDRA PUCOLOWSKA   Supervisor: Emilio Brandao   Co-supervisor: Shea Hagy   Examiner: Marco Adelfio

COLLABORATION CONTRUCTION. ROLES, RESPONSIBILITIES AND KNOWLEDGE.

THE TEAM
The main body of collaborators who are continuously involved in Lövgärdet development plans. Up to 2 roles can be occupied by one stakeholder. Maximum size of the team should be 6 people.

SECTORS
public + private + academia + civil society

3 STYLES:
doers + people-focused + thinkers

LEADER leaderships skills, organising the process

LOCAL having local knowledge worked or lived there

INFLUENCER have power and influence

FINANCES MANAGER responsible for calculations and getting resources

DATA MANAGER collect, retrieve and organise data

COMMUNICATOR information sharing outside of this group

MANDATE HOLDER a political mandate for action

CONNECTOR connects to a wider range of stakeholders

EXPERTS GROUP

PARTICIPATION organise societal involvement, design methods such as workshops, questionaires etc., sum up data

COACHING FACILITATION helps in problem-solving regularly work with team to strengthen team behaviours, helps to preform roles more effectively

SOCIAL WORKERS knowledge about valnurable areas, sociological knowledge

DESIGNERS able to generate ideas, deliver design ideas in early phase, deliver full project design analysis (capacity, law etc.)

PARTNER GROUPS
Subject matter experts hired to fulfil certain competences of in one or more phases. The maximum amount of these external collaborators is not limited, however, in one project there should be maximal 12 people

SINGLE ACTORS
People in this group are part of the collaboration by sharing their personal view or making certain single task.

They can be organised in variety of target groups that the project partners may approach.

CHOICE OF THE TARGET GROUP

LEGEND:

× no access to sufficient data

0 1 2 3 4 scale

- region (swedish: län)
- municipality
- public sector housing companies
- private sector housing companies
- other public companies
- other private companies
- associations
- charities
- religious organisations
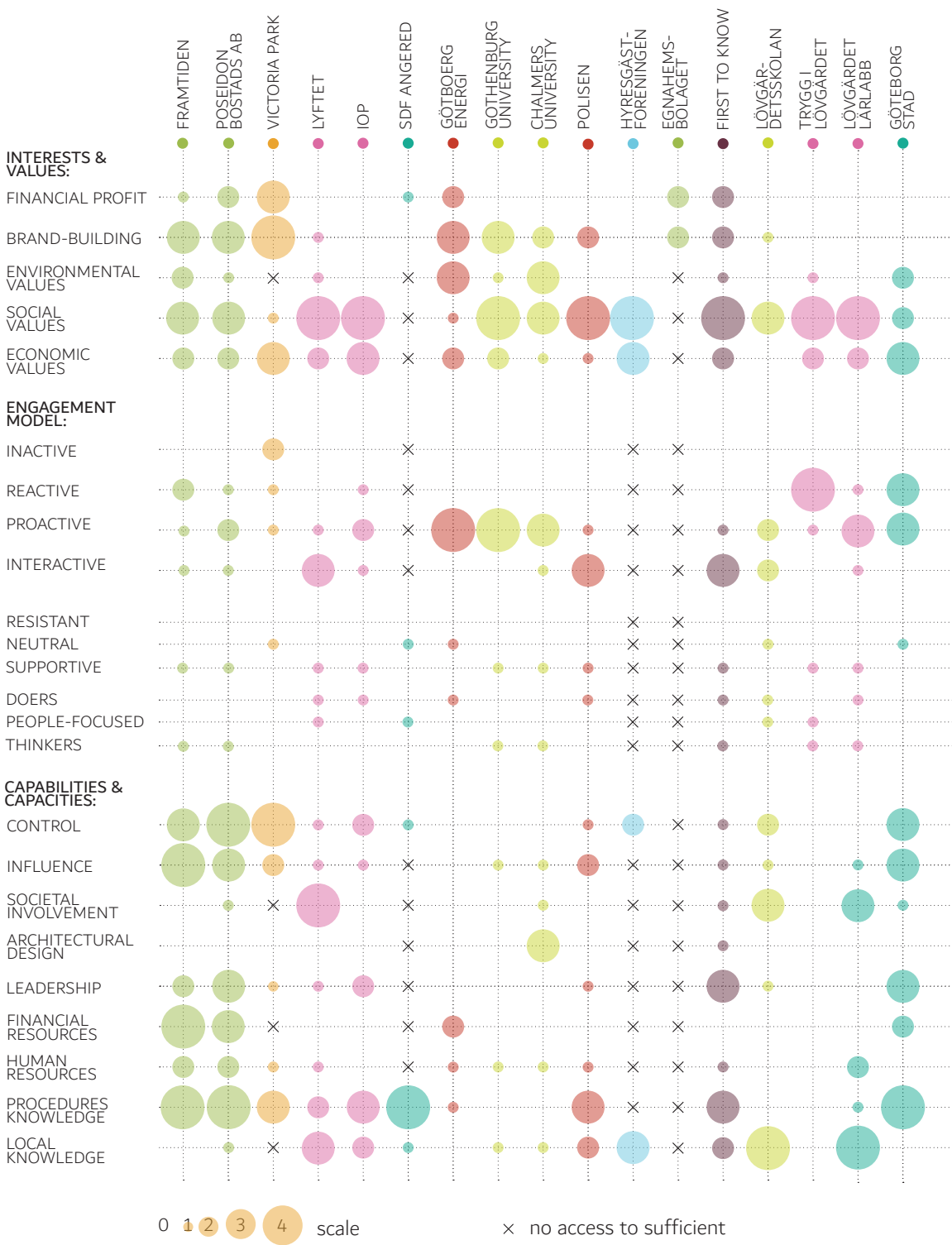- academia
- projects
- collaboration group

TEAM LÖVGÄRDET

- LÖVGÄRDESSKOLAN
- + (LOCAL PERSON)
- LYFTET
- VICTORIA PARK
- POSEIDON BOSTADS AB
- FRAMTIDEN

PRIVATE / PUBLIC / ACADEMIA / SOCIETY

INACTIVE / REACTIVE / PROACTIVE / INTERACTIVE

RESISTANT / NEUTRAL / SUPPORTIVE

DOERS / PEOPLE-FOCUSED / THINKERS

CONTROL / INFLUENCE / SOCIETAL INVOLVEMENT

ARCHITECTURAL DESIGN / LEADERSHIP / FINANCIAL RESOURCES

HUMAN RESOURCES / PROCEDURES KNOWLEDGE / LOCAL KNOWLEDGE

SECTOR — ENGAGEMENT MODEL — CAPABILITIES & CAPACITIES

The goal of this project is to organise and simplify the invisible context network of the existing model of the social network presented in the research. Therefore, this thesis propose a tree-shaped structure with three levels of stakeholders, when The conceptual framework for local development provides a basic structure of work. The framework is constructed from 6 intertwining project phases, 17 steps and 7 checkpoints.

DESIGN QUESTIONS

What collaboration structure should be applied in order to make it work?

What roles should collaborators have in the designed structure?

How to sustain circular development process in Lövgärdet?

DESIGN OUTCOME

ROLES IN COLLABORATION
+
TEAM LÖVGÄRDET CHOICE
+
FRAMEWORK - THE CIRCLE
+
GUIDE WITH STEPS AND CHECKPOINTS

PROJECT FRAMEWORK FOR LÖVGÄRDET - THE CYCLE

DESIGN PHASES:

- **PREPARATION**
Defining what is to be achieved by a given project in relation to the main goal of the team, establishing a relationship with the main vision

- **ANALYSIS**
Research on the context
Who may be affected? What is there (both physical and invisible)? What do we want to influence?

- **GOAL TRACKING**
What? Who? When? How? Working on a budget, estimating time and resources, revising the design over time, checking the variables of how this proposal is fitting the idea

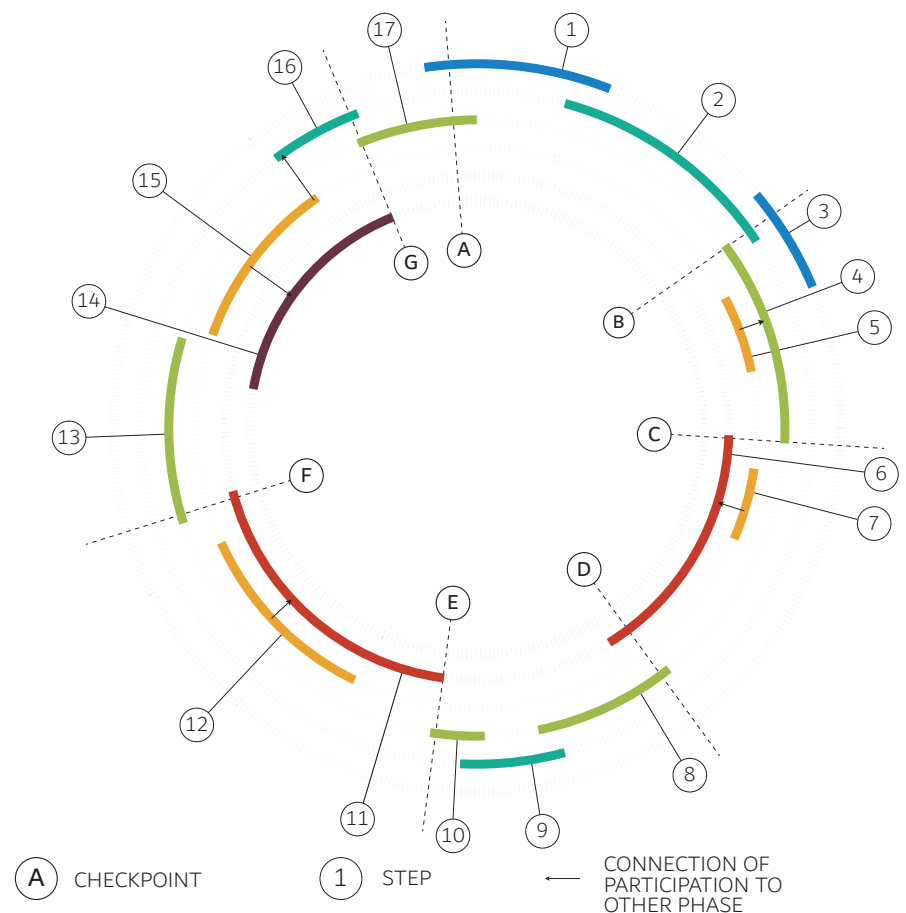- **PARTICIPATION**
Social involvement of various types, from wide participation through surveys to workshops for smaller groups

- **DESIGN**
The creative phase, in which the first ideas of a possible project appear and are developed until the final proposal.

- **IMPLEMENTATION**
Practical preparation for the project and activities to fulfil the final proposal

(A) CHECKPOINT   (1) STEP   ← CONNECTION OF PARTICIPATION TO OTHER PHASE

PROJECT FRAMEWORK FOR LÖVGÄRDET - PHASES AND STEPS GUIDE

● PREPARATION   ● ANALYSIS   ● GOAL TRACKING   ● PARTICIPATION   ● DESIGN   ● IMPLEMENTATION

1. Connecting the project to the main vision (What this project aims to solve or contribute to?), determination of financial and human resources.
2. Analysing the context (What is there? What need to be taken into account? Both invisible and visible).
3. Connecting the project to both context and vision – revision of point 1.
4. Programming based on context – setting the goal of the project.
5. Wide participation to match the goal with society's expectations.
6. First ideas for design, drafts.
7. Brain-storms with society to iterate the first ideas.
8. How the proposals fit and fulfil the goal? – what needs to be checked?
9. Analysing the potential impact of the ideas on the context.
10. Choosing one proposal, which best fits and fulfils the goal, to proceed with.
11. In-depth design – developing the chosen proposal and proposing a final proposal.
12. Co-design with a target group.
13. The final decision of implementation based on the fulfilment of the goal.
14. Implementation.
15. Societal participation in the implementation.
16. Analysis of project influence and prosperity in the context.
17. Project revision – evaluation and conclusions for both managing this project further during maintenance and next projects.

CHECKPOINTS

A. Setting up the project
B. Setting the project goals
C. Choosing project partners, setting precise expectations towards the design
D. Reviewing the design proposals – setting needs for analysis
E. Choosing one proposal to proceed with
F. Decision on implementation - considering all variables
G. Revision of project in relation to main vision

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CHALMERS
UNIVERSITY OF TECHNOLOGY