

# BID - Sofielund

Sustainable City Development - Malmö, 2016

## 1- Introduction

Short Description of the project



Figure 1- BID Sofielund Track

This track was composed by three main integrated modules: the first was technical visit which happened on Nov 30 in the afternoon, a seminar which happened Dec 1<sup>st</sup> in the morning and round table discussion which happened during the afternoon. The study case for the programme point is BID (Business Improvement District) Sofielund, with a focus on housing, integration and participation.

Sofielund is a district located in the southern inner city of Malmö. A business improvement district (BID) is based on an internationally proven collaboration model for urban development, where real estate owners, the municipality and other stakeholders join together to drive improvement in a particular area. In Malmö, the concept has been adapted to local conditions and is therefore focused on housing, integration and participation.

With a technical visit to Sofielund, a seminar and roundtable discussions, the participants were able to examine both favourable and critical perspectives of such development based on issues of trust, safety, employment, integration, housing and urban environment. International outlooks, taken from local development projects, will provide inspiration for other initiatives in similar environments.

## 2- Technical Visit

Sofielund in real life

We departed from the conference centre (Malmö Live) by bus and the technical visit started with a guided tour through Sofielund, and the activity centre was our final destination. We passed through the most problematic areas as Sevedsgatan and Rasmusgatan.



Figure 2- Sevedsgatan an area with lots of problems with violence



Figure 3- Rasmusgatan also a focus of criminal activities and informal businesses

The bus tour showed the very exacerbated contrast of Sofielund and other parts of Malmö, especially regarding to the constructive patterns, business diversity and public infrastructures.



Figure 4- Example of social contrast in the building infrastructure

Once we arrived in the Association Centre, we were provided with an

introduction and presentation by participating stakeholders about the establishment of BID Sofielund and current ongoing work and activities. We also had the opportunity to meet and talk to people who work at and visit the centre.

We started with an Introduction to Case Sofielund - from problem to collaboration and innovation with *Hjalmar Falck, development leader.*

Then we started the thematic discussions on local collaboration and partnership in Sofielund. The moderator was *Joakim Palmkvist, journalist and author, Sydsvenskan*

The first table was called Partnership - model for safe areas. Obstacles and opportunities and the participants were: *Karl Kronkvist, Ph.D., Criminology, Malmö University, Per-Erik Ebbeståhl, Director, Safety and Security, City of Malmö, Fredrik Malmberg, CEO, Malmberg Property, Jonathan Örstrand, Malmö Police, Kerstin Annadotter, Techn. Dr, Real Estate Department, Chalmers, Bo Grönlund, Professor emeritus, Copenhagen*

In the first table discussion some of the aspects discussed were the concept of Social Capital bringing social cohesion. There was the understanding that trust was eroded in Sofielund, also with Police. The design of public spaces was also discussed in terms of hindering the criminal activity, enhancing visibility, populating areas with ordinary people and opening up areas closed for the public. Other partnership discussed was of tenants forming associations and grassroots movements.

Then we started the second thematic discussions Urban development and partnership to achieve social sustainability in Sofielund with the participation of *Marianne Dock, architect, City Planning Office, City of Malmö, Per-Arne Nilsson, Head of Urban Development & Strategy, City of Malmö, Ronny Olsson, CEO, Stadex,*

*Milan Obradovic (S), Councillor, Technical Committee, City of Malmö, Göran Höckert, Policy manager, Property Owners South, Anders Carlsson Jerndahl, CEO, Pågen*

In the discussion table mainly Stadex and Pågen explained their influence and vision for the area. Also it was discussed how are we planning for urban development. The need for the inclusion of multi-stakeholder engagement in the process of urban planning. The importance to see the synergies bigger than the contradictions when it comes to environmental, social and economic factors, and lastly it was mentioned the importance of partnerships of different scales.



Figure 5- Discussions tables during the Technical Visits

The third discussion table was about Cross-sectoral cooperation and partnerships between public, private and non-profit organisations and the participants were: *Helena Bohman, University lecturer, Malmö University, Jan Svård, Chairman, Property Owners Sofielund, Lisbeth Ohlsson, KiM, Cohousing Malmö, Emma Oumar Cedermarker, Property Manager, MKB, Thomas Johnsson, Project Manager, E.ON and Kwame Moore, CEO, EROOM Property.*

In that discussion the importance to know the people, talk with the population in Sofielund was brought, in order to understand how the system wanted to be changed. So that the project would relate to the residents in a respectful way.

Also the importance of working with leverage points to change the dynamics of the area was something that the speakers focused at. They said that social sustainability was difficult to grasp, so the focus was in environmental sustainability mainly with solar energy.



Figure 6- Discussions tables during the Technical Visits

Lastly Kwame Moore proposed a solar energy race, where EROOMS, the company which he is CEO would be focusing in the environmental sustainability establishing a solar energy race with the other property owners.

### 3. Dialogue Seminars

#### Theoretical approach to strengths and weaknesses of BID model

In this topic the main question was to explore the BID approach as a successful way to work with urban development. The participants of the dialogue were: *Anna-Karin Ivert, University lecturer, Malmö University, Bo Grönlund, Professor emeritus, Copenhagen, Christer Larsson, Director of City Planning, City of Malmö, Kerstin Annadotter, Techn. Dr, Real Estate, Chalmers, Märta Stenevi, Deputy Mayor & Councillor, City Planning and Service, City of Malmö, Susanne Rikardsson, CEO, Property Owners South, Ulf Malm, Consultant, Property Owners Rågsved, Stockholm*

The first part was based on the question How do BID work as a tool for sustainable local urban development? A short insight was provided by *Juha Peltomaa, Finnish Environment Institute, Finland* with the research: Dweller-oriented solutions for sustainable urbanization.



Figure 7- Dialogue seminars during the second day.

The second part was around the theme “What is required on a local level to achieve common goals and successful partnership? A short insight was brought by *Helena Leino, University of Tampere, Finland* with the research: Dwellers as drivers of urbanisation

The last part was around the question “How can BID serve as a tool for implementing the 17 global goals?”



Figure 8- Cristian Matti Presentation on the Dialogue seminars during the second day.

Where a short insight by *Matti Cristian, Utrecht University, Netherlands*: Challenge-led and participatory learning process, corroborating the need of this kind of approach in sustainable urban development projects.

## 4. Round Table Discussions

### Making sense of the knowledge shared so far

Round table discussions were divided on three table discussions:

In the roundtable discussions, we discussed and theorized on how to develop the organization, relations and processes to enhance the BID model in general and in the case of Sofielund in particular, moderated by Joakim Palmkvist

A. Safety and trust - how do we establish trust, collective strength and social cohesion in an area like Sofielund?  
Table Moderator: *Marianne Dock, City Planning Office*

*Harvesters: Gabriel Voto - Masters in Strategic Leadership towards Sustainability, Blekinge Institute of Technology, Karlskrona & Johanna Karlsson, Disaster Risk Mgmt & Climate Change Adaptation, Lund University*

B. New construction, renovation and higher density – how do we optimize urban planning and building processes?  
Table moderator: *Carl Viktor Welin, City Planning Office*

*Harvester: Hanna Bengtsson – Masters in Environmental Science, Malmö University*

C. Funding and demand - what is required to guarantee affordable housing and to create better ability to demand and pay for housing?  
Table moderator: *Marlene Engström, City Planning Office*

*Harvester: Viktoriya Kulikova- Masters in Human Ecology, Master of Social Science, Lund University*

The process was structured using the The ABCD approach. This approach is based on systems thinking, setting ambitious goals, and developing realistic strategies to achieve them. The sustainability principles help people stay on course as they process the myriad of information and decisions involved in long-term planning. In this approach, *what’s considered realistic today never determines the direction of change, only its pace.*

Not all the round tables accepted to use the ABCD as the main framework but all the knowledge was condensed and structured to make sense of that flow.

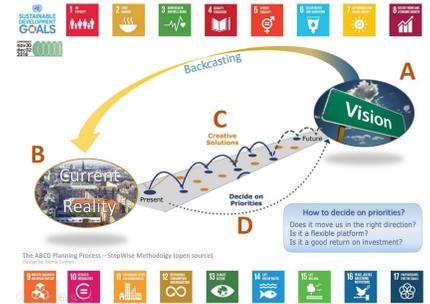


Figure 9- The ABCD Process applied within the Sustainable Development Goals

We used the ABCD as part of the Framework for Strategic Sustainable Development to map-out a series of steps that will eventually lead to sustainability in each of the tracks. In our track we condensed the information from the three round tables on a single document.



Figure 10, 11 and 12- Round tables after the Dialogue Seminars.

The first step of the approach is the A step, or the Awareness and Visioning. This first step aligned the participants around a common understanding of

sustainability and identifies a 'whole-systems' context for the Sofielund project; building a common language around sustainability as well as creating a vision of what that project would look like in a sustainable future.

The question posed was What is the Vision? What is the best future possible by 2030? And summary of this process is as follows.

“ Sofielund being a successful BID model, a role model for similar initiatives. In practical terms, means being a safe, diverse, vibrant and sustainable neighborhood, effectively integrated with the city of Malmö ”

Moving to the B step, which stands for Baseline Mapping, we understood the current reality of the project, the aim was to use the sustainability principles to conduct a sustainability 'gap analysis' of the major flows and impacts of the project to see how its activities are running counter to sustainability principles. For that step the generative question used were “Where do we stand today? What are the advancements and drawbacks?”

The main findings are expressed as topics below:

Advancements:

- Multicultural area, expressive number of NGOs
- Presence of several small businesses
- Local projects on social and environmental areas – cultural projects and solar cells
- Presence of Malmö Stad
- Funds from the EU – all projects are SDGs driven
- Cross-sector partnership acting through Sofielund Association – 1.2 Msek per year

Drawbacks:

- Lack of trust (skepticism) by the local population in new projects
- Segregated neighborhood. It is perceived as one of the poorest regions of Malmö
- No common identity
- A focus point for criminal activities
- Lack of urban infrastructure, especially on waste management and mobility

Then the 3rd step was about Creative Solutions.

In this step, people were asked to brainstorm potential solutions to the issues highlighted in the baseline analysis without any constraints.

Armed with their vision of success and potential actions, the participants look backwards from the vision to develop strategies toward sustainability. This is called backcasting and it prevents people from developing strategies that just solve the problems of today.

Instead, they begin with the end in mind, moving toward a shared vision of sustainability, with each action providing a platform for further improvement.

An visualization of the ideas discussed on the round tables can be accessed below:

- Infrastructure using 8/80 concept
- Railstation
- Bike tracks
- Reduce car space – street for people – public and green areas
- Build more houses for different social classes, co-housing
- Get an extraordinary permission from government to speed up the process – participatory budget and less bureaucracy
- BID businesses plays a big role: Pågen opened facilities and offered training/jobs for locals
- Tunnel collective painting to foster the population ownership
- Expand solar cells and electric car pools

Then the last step was the Decision on Priorities. After identifying the opportunities and potential solutions in the 'C' step, the group prioritises the measures that move the organisation toward sustainability fastest, while optimising flexibility as well as maximising economic, social and ecological returns. This step supports effective, step-by-step implementation and action planning. At this stage, the project managers can have a clearer view and pick the 'low-hanging fruit' – actions that are fairly easy to implement and offer a rapid return on investment in order to build internal support and excitement for the planning process.

An example of that easy action is the promotion in Malmö of the current

business potential happening in Sofielund as local artists, local breweries and local honey production for instance. This would bring more resources and visibility instantaneously to the place. Other ideas also prioritized were:

- Strengthen collaboration forces among Malmö Stad, private sector (businesses) and third sector (NGO's)
- Inspire more cross-sector collaborative model for urban development in specific areas and other regions/countries to replicate the concept and provide strong evidences of the success of it.

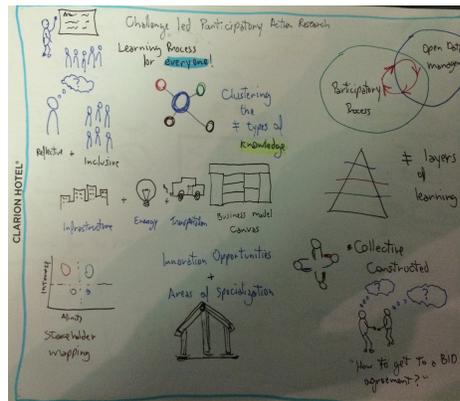
The result of this process was then presented by the harvest team to all the audience of the conference in the feedback round during the last day.



Figure 13- Presentation of the report of BID Sofielund round tables discussions.

# 5. Annexes

## Graphic Facilitation Summary of the Dialogue Seminars and Roundtable Discussion



## 5. Moving forward together

### Sofielund learning from the field of sustainable urban development projects – Favela Verde case

In this last session I would like to move forward developing on ways to move forward collaborating with the Sofielund Project. Regarding my academic background I have bachelor in Ecology, a graduation in Environmental Management and a Master in Strategic Leadership towards Sustainability in BTH, Sweden.

I also personally have a wide experience with social entrepreneurship, community engagement and sustainable urban planning in deprived places like Sofielund. I founded an NGO to promote the local sustainable development in the Brazilian slums.

Favela Verde is a registered Brazilian NGO founded in 2011 in Rio de Janeiro. We work in the favela of Rocinha, the biggest favela of Rio and arguably of Latin America. We lead social, environmental and entrepreneurship community projects based on community participation and empowerment and social innovation with the objective of creating long term community resilience.

We designed and implemented a participatory methodology for the local sustainable development. As in Sofielund, in Favela da Rocinha, regardless the deprivation of the place, the residents were very tired of more projects and NGOs and therefore we had to re-invent the concept of a project.



Figure 14- One of our most recent participatory projects in Favela Verde. In Favela da Rocinha, using permaculture to treat the sewers of the shacks that was polluting a protected landscape.

And to be able to do that we used a bottom-top approach, where the construction of the project requires extensive prior deconstruction, and a later ambience and harmony with the local reality. The methodology is based on various techniques and strategies: interactive, collective, experiential, didactic, systemic, dynamic and accessible, boosting creativity and opening integrative social debates.

My vision is that empowering deprived communities, giving voice to the people, will let us be able to benefit on all this heterogeneity richness of the “constructed knowledge” as Paulo Freire would say. I work to add value on the local culture and expertise and prioritize co-creation and collaboration methods to address with effectiveness one of the main problems of urbanization, the expansion of informal and deprived settlements.

I have a passion for that and I believe I could help the Sofielund project by bringing my expertise in sustainable urban development in deprived areas. and also develop my professional skills.

I am experienced in innovative techniques that seek representativeness and diversity, thus reaching all voices involved with the study area.

Amongst other objectives, I could hear from Hjalmar Falck and Thomas Brunk that the aim now is to create a project cohesion that is based on the concept of participatory democracy and a wide spectrum of citizen participation, this way the lack of trust by the residents in “new” projects can be reduced effectively on a long term basis. This is

exactly what we focused on Favela Verde, to empower the residents to actively participate in the decision engine and generate transformative actions in a local context.

Additionally I could help in conducting the systematization of the project methodology, to enable its replication in other potential areas for Business Improvement District with similar environmental and social characteristics, as it is also the mission of Favela Verde and our participatory dynamic.

Finally it worth mentioning that I was very happy to have my request accepted to work with this track. I was personally very motivated to know more about the Sofielund project. I also share the thought that we need to offer integration and better life conditions to all people. With fair opportunities everyone can express their full potential, and that's what we need for a healthy and sustainable society So I thank you again for your time and attention and I put myself available for further conversations.

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