**ATLAS.ti Report**

**Quotes behind explanatory variables of people-centered planning practices in DrottningH and Aspern Seestadt**

Report created by Céline Janssen on 10 Oct 2023

**Legend**icon= Explanatory variable (variable inductively created by researcher)  
○ = interview quote (in-vivo coded by researcher)  
icon1:18 = interviewee number : quote number in transcript  
DTH= DrottningH  
SEE= Aspern Seestadt  
SP1= Speaker 1 (researcher)  
SP2= Speaker 2 (interviewee)

**DrottningH professionals and residents**

|  |  |  |
| --- | --- | --- |
| **Organisation** | **Role in organisation** | **Interviewee number** |
| Municipality Helsingborg | Project manager | 1 |
| Municipality Helsingborg | Strategic developer labor market | 2 |
| Municipality Helsingborg | Spatial planning architect | 3 |
| Municipality Helsingborg | Former project manager | 8 |
| Municipality Helsingborg | City director | 9 |
| Municipality Helsingborg | Chairman of the board of urban planning, deputy mayor | 12 |
| Municipality Helsingborg | Security strategist | 13 |
| Helsingborgshem (=municipal housing company) | Area developer performing dialogue projects | 4 |
| Helsingborgshem | Assistant project manager DrottningH | 16 |
| Ikea Do More (=social enterprise company) | Director Do More | 10 |
| Riksbyggen (=Cooperative housing company) | Area manager | 14 |
| Tornet (=Private real estate developer) | Project manager | 15 |

**Aspern Seestadt professionals and residents**

|  |  |  |
| --- | --- | --- |
| **Organisation** | **Role in organisation** | **Interviewee number** |
| Municipality Vienna | Coordination progam manager | 19 |
| Municipality Vienna | Coordinator Gebietsbetreuung Stadtneuerung MA25 | 20 |
| Urban Innovation Vienna (=municipal innovation agency) | Senior Expert, Smart City Agency Vienna | 25 |
| IBA (=municipal housing exhibition), formerly Wien 3420 AG | Lead coordinator IBA, former project manager, resident | 17 |
| Wien 3420 AG (=development consortium) | Infocenter | 28 |
| Wien 3420 AG | Planner coordinating Neighborhood Management | 53 |
| PlanSinn (=neighbourhood management team) | Deputy head | 18 |
| Que[e]rbau (=collaborative housing group) | Founder baugruppe | 26 |
| Que[e]rbau (=collaborative housing group) | Founder and architect baugruppe, resident | 27 |
| University of Vienna | PhD researcher on Aspern Seestadt | 23 |
| Independent researcher and architect | Member of quality board | 24 |

**iconDTH - DrottningH’s planners and developers believed that developing socially challenging areas is not possible without engaging residents**

**6 Codes:**

**○ you have to do this commonly, in a united with to develop these neighbourhoods together with inhabitants**

**icon16:22**

**Content:**

I really strongly think that we do best in addressing together. So regardless of what regulations or whatever thresholds or hinders you have to overcome, you need to try to overcome them because you can’t do this as a housing company or as a municipality or as a police or as a school. You have to do this common, united, to actually develop these neighbourhoods together with inhabitants. So not just coming from the outside and with a nice idea and common forces and trying to change, but addressing a neighbourhood with common forces together with inhabitants and changing it, developing it together. So I think that’s, I mean, it’s been said, of course, but I think it can’t be said enough. You have to try to overcome those, whatever obstacles you have to work together.

**○ Helsingborgshem did not want to renovate or build new houses before we check that with the tenants**

**icon1:11**

**Content:**

The second steps was that… the outcome of the second dialogue was more of a tenant perspective. The living conditions in the flats, what are the needs in the flats, and after that, we also wanted to have acceptance within more of 90% of the tenants, to accept the terms and say yes to renovation and say yes to the increase of rent, gradual increase of the rent. Because Helsingborgshem did not want to renovate or build new houses before we check that with the tenants. So after acceptance from the tenants the second phase could come in, the renovations, the building.

**○ Our competitors did not succeed in selling the houses but we did because we invested a lot in talking and teaching the target groups of people inside and just outside the area**

**icon14:8**

**Content:**

SP2: So they didn’t succeed and we continued with all the, involving the people living in the area and a lot of corporation with Helsingborgshem and exchanging target groups and analyse how much money they have and how much, when working with a bank, what could be the ideal setup for this? And so one target group were the people living in the area and that was what we were actually thinking. And they wanted to keep in the area and they actually choose to be here because they like the area, not that they had nowhere else to move to. Yeah. And that was actually quite well pinpointed because Helsingborgshem had started off with one building, which they refurbished, and they knew quite well how much people were actually able to put in to increase the rent. So they knew that there was, I would say, capital. That they were able to put in more money into the area and there was, we were actually having, yeah, enough salary to be able to buy into our project. But what we saw also, there’s an area next to Drottninghög with houses, so private own houses with mostly elderly people, and the area was built in the ‘60s. And when we were analysing that area, then we fought that they wanted to move out of the houses and into flats next to services, for example shopping and pharmacies and so on. And that was very close to our project. So we identified also a target group next to just outside Drottninghög, which we thought they could move in to it because it was so close to the services. And actually that was what happened. That we got for being this area with such tough challenges, there was unusually a lot of people moving into it and we think that was due to the, yeah, the services as well

SP1: The shops et cetera, et cetera.

SP2: The shops and the pharmacies and so on. It was close to it. And also the bus. There was a new bus line, Line One, which was actually stopping us outside.

SP1: So what happened to your competitor and didn’t happen to you?

SP2: No, it didn’t. It’s all we were very successful. We’ve actually sold much better than we, our first programs, our first idea, so?

SP1: And how do you explain that?

SP2: One reason, I think, it’s because we had to target the market much better. We know what they wanted, I mean, in terms of sizes of the apartments and also that we were able to reach out to this group living also outside of Drottninghög. We were coming from the, yeah, other side of the road from the houses. I think that was one reason. But also that we are Riksbyggen, we reached out to the… How do you say? The way we talked to the people living in Drottninghög and the corporation with Helsingborgshem, how we… Yeah, we had… How do I say? Yeah. We invited them to learn how to, how it works with interest rates and how it, we invited banks to, I mean, to learn, to teach them how it is taught to not to own something and by himself. So there was a lot of learning involved with it.

SP1: I see.

SP2: And also at Riksbyggen we are also the one taking care of a building afterwards, that we know how to, yeah, what is the demands in the building? I think that helped us a lot as well.

**○ In areas which are challenging, it is a must to do more than just construction, we are involving people living in the area**

**icon14:13**

**Content:**

SP1: So your sort of interventions reached further than just the physical construction of the…

SP2: Oh, yes. Oh, yeah. Pretty… Oh, very much so. Yes.

SP1: Yeah. Because that is maybe a little bit unique for a construction company, is it?

SP2: Yeah. In areas which are challenging, it’s a must, I would say. It’s not unique. That’s how we need to work otherwise it’s not possible. We have another area in [Swedish name], it’s the same but it’s also a challenging area which we need to do. It’s very similar to what we did here, it is that we have to invite them to barbecues and we have jump castle for kids and so on. And often we involve like tennis club or a football club or whatever. And also that where we know people or the kids are involved in, to help us to, yeah, it could be cleaning the building or handing out flyers or whatever. So we are involving people living in the area. And also in this like we involved people in the construction, but a few of them. Also when we are in the maintaining of this building, but we often employ one or two to the company too from the area.

SP1: Oh, yeah. Yeah.

SP2: So, but it’s unusual if when we develop, yeah, higher status areas. But not in similar areas like Drottninghög we always need to… How do you say? Involve the people living there in different activities.

**○ In Drottninghog, we had 3000 people living there, we cannot just come and do our thing, that would be the wrong thing to do**

**icon8:12**

**Content:**

The big difference for me, as a Product Manager, was that yeah, you should, we should develop an area. A new area where nobody lived. There were no people to ask, what do you want?

SP1: Yeah, yeah.

SP2: If you go and ask the people in Helsingbörg, they didn't know about area. It was a, it was a hill upwards. Whenever you talk to people that were, where do you mean? Where are you going to build buildings? Out at the harbour? No. That’s a harbour. You can't build there. But in Drottninghög, we’ve had three thousand people living there. Their lives are there. We have to be connected with them.

SP1: Yeah, yeah.

SP2: And do the things that we do, together with them. We can't just come there and do things. That will be wrong things then.

SP1: Yeah.

SP2: So that's the big difference. Maybe that's what I meant. But the big difference, what, was that we had a lot of people. And because of that, that project has much more focus on the soft things. The soft about development.

**○ the dialogue was important to let people choose themselves, and to avoid riots and conflicts as in other projects in Sweden**

**icon12:3**

**Content:**

And it all started with, with a dialogue with the inhabitants. We don't want to force inhabitants in changing their, the, their way of living. And how they want to live their lives. In Helsingbörg, we think that we shall provide possibilities. But people have to choose that for themselves. So, so, the dialogue, the dialogue was very, very important. Since we've seen projects like this in Sweden. Where you go in with both those. Tear some townhouses down, and flats down. And you have riots, and you have conflicts. So, therefore, for the understanding of the project was very important. And the Helsingborgshem, the municipality’s housing company, they did a fantastic job. Individual coffee table discussions, with, with each and every resident. And I think that that was a very, very important start.

**DTH - Politicians in Helsingborg were consensually convinced that it would be the wrong thing not to involve residents**

**9 Codes:**

**○ But I also think that the politicians are honest, it is not just businesss: they want to do this**

**icon8:23**

**Content:**

But I think, it's an honest thing from them, too. It's not just business. It's honest. They want to do all this. And agree on it.

**○ I don't think that we have to be afraid that the project will be stopped if the politicians change**

**icon8:34**

**Content:**

So that's the only concern. And of course, the political one. If the politicians decide, not to decide the same on this, or disagree, suddenly.

SP1: Yeah.

SP2: Then there will be a problem.

SP1: Is it a really realistic concern? Do you think it’s a concern?

SP2: No, I don't think so. I don't think so. Because if for Drottninghög, if we get to change now; there's an election now in September. If you get the change, and the socialist block will win, after sixteen years. That's possible.

SP1: Yeah.

SP2: Absolutely. But that will not change anything. Maybe it will even increase the development.

SP1: Yeah. Yeah. Yeah.

SP2: Rather than decrease it.

SP1: Yeah. Yeah. So, you don't have to be afraid that…

SP2: No.

SP1: …that a very…

SP2: Suddenly stop it, or something.

SP1: Yeah.

SP2: No. I don't think so. We have come too far to stop it.

SP1: Yeah. And it's not like this has been initiated only by socio-democrats.

SP2: No. No.

SP1: And you might be afraid that when another party…

SP2: No, that's not the issue.

SP1: That's not the case.

SP2: Yeah. No.

**○ In Sweden, the socio-democratic party does not have a monopoly on social questions**

**icon12:6**

**Content:**

how would you explain this strong political will, among the different parties?

SP2: In Sweden, even though the name says otherwise, the Social Democratic Party doesn't have a monopoly on social questions.

SP1: Okay.

SP2: So, but you are right. Last time, the Social Democrats were in power, in Helsingbörg. It was between 2002, and 2006. So, it was sixteen years ago. But in Drottninghög, they are the strongest party among the inhabitants. It's one of their strongest suburbs. When, when we see to the elections. So, it's a very, very strong, socialistic area. But nevertheless, we, in the government office, are very committed to make a change in those suburbs as well. But in Swedish history, areas like Drottninghög was crafted by the socialistic party. During the sixties, when we had a wealth of freedom in Sweden.

SP1: Oh.

SP2: We built a lot of houses. See, in large volumes, in areas where housing was very, very much alive. And very much with the same structures. To keep prices down. But that, this also means that we have a new heritage today. With suburbs that are rundown, and we need to do something about them. And with my ideology - as you probably heard - we need to change those areas. So, we have a broader, what do you say? The, we need to broaden the ways of living and the possibilities in all suburbs. And that's our methods are to meet, make each suburb stronger.

SP1: Yeah.

SP2: To have a larger variety of life. And then we also make this suburb stronger, in social perspective.

**○ My political intentions were to not have residential areas where a majority of the inhabitants live on social welfare funds**

**icon12:5**

**Content:**

from your, the political party that you are part of, what were your personal intentions for the area? And what was your interest in how the area would be developed?

SP2: Of course, as I said, I don't want residential areas in Helsingbörg, where a majority of the inhabitants live on social welfare funds. And they turn night to day, and sleep during day. Gangs around the yards. And as soon as you leave your social situation, and you gain a position on the labour market, you leave the area. And someone that were in your position, or are in your position, takes over your place. In a way, I used to say that Drottninghög, as a suburb, was in a constant negative spiral. Socially and economically. And this way, to both build and work with the people, with a softer social perspective. Me, in my work, we work with a harder perspective, as City Planning, Building. It’s a good method, good method.

**○ The Drottninghog development process is purplue enough to feed both political parties**

**icon16:18**

**Content:**

in Swedish terms I would describe the Drottninghög development process as purple enough to feed both parties or both political… Do you understand what I mean by purple enough?

SP1: Yes.

SP2: Both blue and red.

SP1: Yes.

SP2: It feeds the social demographic ideology, it also feeds the need of the actual, the blue sort of ideologies in the Swedish context, of course.

**○ The political leadership has been stable for 16 years in Helsingborg**

**icon16:19**

**Content:**

We have had a political leadership in Helsingbörg for a long, for 16 years. The same-ish political leadership. Four years, four years, four years. So for a long time that has become a culture in Helsingbörg, which is beneficial for us in that… And that’s my opinion. It has been beneficial for us in that aspect of Drottninghög’s development.

SP1: Okay. So it’s some kind of stability of…

SP2: Yeah, exactly. Yes.

SP1: …who has what responsibility. I see. Yeah. Because I also learned that political coalition, it’s not run by the social democrats in Helsingbörg...

SP2: No.

SP1: …and yet there is a lot of drive for these social developments.

**○ The politicians are on our side, we really want change in the city**

**icon2:21**

**Content:**

So do you think that in this project in Helsingbörg, that you do have the politicians on your side, that have been...

SP2: Yes.

SP1: OK. So is there quite a social board or socially-oriented city council?

SP2: Well, that’s a tricky question and I don’t have more time, so... This is tricky. But we really want change in the city, so we’re doing it now, and I’m really happy that we’re doing it the way we’re doing it, together with the people who live here. And it’s over time, and the goals are also set over time, and I think that’s a real strength.

**○ The project has not been an political issue: the politicians wanted this to happen**

**icon8:21**

**Content:**

I think, the very important thing is that, in the top you have the politicians. And, of course, for the social part of the politicians, it's very natural to put some effort into this kind of area. Because most of their; they vote for them. Live in those types of areas. Because there are no rich people in Drottninghög. So, the blue part, the conservative part, has not got so many voters in Drottninghög. As the social block. But in the, in the conservative block in Helsingbörg, they have, have had the power in Helsingbörg for sixteen years now. And this project started ten twelve years ago. So, it started during their period.

SP1: Yeah.

SP2: It's not the red period, it's a blue period. And they, they were behind what I told you before. That we should manage to develop this kind of area. Where more wealthy people can live. But also, develop that type of area. For all people in Drottninghög. So, they stood behind it. So, it has not really been an issue between the parties. Whether we should do this or not. They agreed on that. And they have agreed on it year after year after year. So, it's no problem. I have not had any political problems with this. And putting money into the project is not the problem then. Because they agree on it. They want to do it.

**○ We are doing the project in a way that both (political) parties like it, that is very important**

**1 Quotations:**

**icon8:22 we did the project, or are doing the project, in a way that both parties like. And that's very impor…**

**Content:**

we did the project, or are doing the project, in a way that both parties like. And that's very important. Because if they had changed their will, every second year, this wouldn't work. We have to be long-term.

SP1: Yeah. So, in the public side, there was a strong drive.

SP2: Yeah. And I also think that's a smart thing. Because the conservative, conservative politicians, they realize. That if we also develop that type of area, we will not have any problems with the opponents. Because they feel that they get what they have decided on. In the same time we get what we decide on. And we do that. So, it's a smart thing. But I think, it's an honest thing from them, too. It's not just business. It's honest. They want to do all this. And agree on it.

**iconDTH - The extensive involvement of residents in DrottningH is defined as a political decision**

**5 Codes:**

**○ The city board made the decision: we need to involve citizens**

**icon1:16**

**Content:**

For the municipality as a [unintelligible] 27.48 and our board of Helsingborg, and our political goals, the city has made the decision: we need to involve the citizens in our urban development, that’s the decision. So it starts with the leadership, I think. Starts all the way down to different projects. It was a necessity, I think, to start with that, otherwise we would totally miss the outcome.

SP1: Ok, do you mean that it has been decided on the high political level that this is needed and that that has…

SP2: Starts with them, yeah, of course.

**○ It was a political decision and a requrest from the city for Helsingborgshem to work holistically with the city**

**icon1:4**

**Content:**

Helsingborg’s housing company, Helsingborgshem… Do you have that in Netherlands as well?

SP1: Something similar, it is not necessarily municipality owned.

SP2: Oh ok. Municipality owned housing company that… it works with public housing. Their methods and strategy is to work with also… not only work with houses and renting out flats. They work also with… also take social and environmental responsibility within their core business. The municipality of Helsingborg also has… it’s a political decision and a request from the city for the Helsingborgshem to not only renting out,but work more holistically in cooperation with the city. So Helsingborgshem, as we call it, the company, have dedicated staff, urban developers, operative… developers, community… workers that are working daily with different kind of questions, like engaging, working to improve the local area, engaging citizens in different projects. So they are dedicated, two fulltime staff for both of these projects to do these interviews. For almost a year, I think.

**○ The chief of Helsingborgshem and Mikaela prioritised the issue of really involving residents, and my mission is to create that structure**

**icon9:11**

**Content:**

other cities or planners might think like: oh yeah, you know, we want to talk to everyone individually, but it’s not possible. You cannot talk to everyone. We have to find other ways. But what made it possible here? What was needed for that?

SP2: I think the chief executive for Helsingsborgshem together with Mikaela, they prioritised this issue and said, “This is the most important thing to do to really, really involve them, interview them, that we’ll do the very best, so that they can have a really quality of life here in Helsingbörg.”

SP1: OK.

SP2: And my mission is to create that culture and structure in Helsingbörg.

SP1: Of innovation.

**○ it was a common goal we had togheter with the housing company to do this together with residents**

**icon9:2**

**Content:**

I think it was a common goal we had together with the housing company, our housing company, Helsingborgshem and [illegible 06:16] and I, we decided to do this together with the renters, because we have seen so many failures around Sweden, and other places also, when it only is about the houses, when we force the renters to move because it becomes too expensive to pay their new rent in this area. And these persons, they move to another area with the same problem. And we wanted not to move the problem, we wanted to handle the problem together with the renters, the citizens in that area. And to succeed we had to work together with them.

**○ The city council wrote down a decision in which the direction of the project was clearly written**

**icon1:17**

**Content:**

Was something signed or was there a formal contract, a way that… Because sometimes it is difficult to make these goals very tangible.

SP2: I think it was a… in those days it started with the governance of the city. So it was embedded in different decisions for different departments as well, along with the political goals. But I think… we had a formal decision, I just need to translate this into English… So we are… Sorry, it’s all technical terms that I… So our municipality board, or… I don’t know how you call it in English…

SP1: City council?

SP2: City council or municipality board, yeah. They had a direction decision written down. It was decided what the project needs to focus on and how. Start with the dialogue, invest in the area, engage citizens, work with physical and social redevelopment. So it was all written down before the project was started. So it made a direction for us further on to proceed with the project.

**iconDTH - DrottningH’s project leader insisted on biweekly meetings between all project team members to encourage integral solutions**

**1 Codes:**

**○ we had to work together, culture, schools, labour market, elder care, building company, building department**

**icon9:3**

**Content:**

SP1: I understood that one approach taking in the project was to construct a project team consisting of people from all departments of the municipality. Was that also something new in Helsingbörg or maybe in Sweden this approach to do that?

SP2: I think so, because I’m also chairman of this steering group. I had representatives from almost every department, and some of our companies also. Because I saw that we had to work together, culture, schools, labour market, elder care, building company, building department and so on. So, I wanted also to involve them or see this as we have a common challenge to do this. And Anders Landsbo, as you met, he created a [Swedish word] group with all representatives from different departments also. And that has been a success factor.

SP1: Yes, do you think so?

SP2: Yeah, absolutely.

SP1: For what reasons?

SP2: Because you can’t only work with some aspects of life, you have to get people to get a new job, to have a good elder care, to have good schools and so on. To create a really... quality of life for the citizens.

**iconDTH - DrottningH’s ambition for 50% social development and 50% physical development is defined in a political decision**

**3 Codes:**

**○ goals with the urban and physical development were more prioritised in early stages of the project, but within a couple of years, the project realised: we need to focus on a fifty-fifty approach, both physical and social**

**icon1:18**

**Content:**

in some cases maybe goals with the urban development and physical development were more prioritised in a way, probably in the early stages of the project, like putting forward… taking forward reducing details for the are, selling grounds for different building companies, investing in the public area. That was probably the main focus of the project as well, but within a couple of years, while we made these different dialogues, I think the project realised: ok, we need to focus on fifty-fifty approach, both physical and social, and if we need to have the more holistic, better results

**○ The city council wrote down a decision in which the direction of the project was clearly written**

**icon1:17**

**Content:**

SP1: Was something signed or was there a formal contract, a way that…? Because sometimes it is difficult to make these goals very tangible.

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**○ Our decision-makers said: we need to focus probably more on social development in the current phase and continue with that alongside the physical development; we need to work with social investment as well**

**icon1:25**

**Content:**

Those things are hard to change overnight. You can really build fast, we can build a house in a year, but how do you change socio-economic status of an area? You cannot do that in a year, you need twenty, thirty years probably. So we need to intensify that so that people who are living here can have better life quality conditions, like buying a new flat or stay in the same flat, have better income, improve their quality, improve more safe everything in the area. Those things are much complex and hard to work with. That’s why our decision makers said: we need to focus probably more on social development within the phase right now and continue with that. Along with also planning for the next steps for physical development, because we are not finished with the physical development yet. We need to evaluate the first phase, we have to go into the second phase soon. But before we do that we need to work with social investment as well. But it’s always hard. It is hard to follow up those indicators. Statistically we see a little bit of change, a little bit of improvement, but it is not only dependent of the social development project. It is dependent of… other things, exterior factors, external factors. It is not our only…

**iconDTH - The Dialogue Approach is seen as one of DrottningH’s operational strategies to improve people’s quality of life in the area**

**1 Codes:**

**○ the dialogue was important to let people choose themselves, and to avoid riots and conflicts as in other projects in Sweden**

**icon12:3**

**Content:**

And it all started with, with a dialogue with the inhabitants. We don't want to force inhabitants in changing their, the, their way of living. And how they want to live their lives. In Helsingbörg, we think that we shall provide possibilities. But people have to choose that for themselves. So, so, the dialogue, the dialogue was very, very important. Since we've seen projects like this in Sweden. Where you go in with both those. Tear some townhouses down, and flats down. And you have riots, and you have conflicts. So, therefore, for the understanding of the project was very important. And the Helsingborgshem, the municipality’s housing company, they did a fantastic job. Individual coffee table discussions, with, with each and every resident. And I think that that was a very, very important start.

**iconDTH - The City of Helsingborg wanted to show through DrottningH that it cares about all its citizens**

**3 Codes:**

**○ These two projects were so important for the city, were sort of the identity for the city**

**icon8:2**

**Content:**

SP1: do you remember what was the reason that…

SP2: The city wanted it.

SP1: …it was decided that the city wants to be developed?

SP2: Well, I think that they thought that these two projects was so, were so important for the city. They were sort of identity for the city. We wanted, in the city, to show that we could, in the same time develop an area where there is nothing. The harbour. It's empty. And we can start and build a new city. A part of the city. Actually, in the middle of the city. And at the same time, they wanted to show, we can also manage to take an old area, that were a suburb. Nowadays, it's not in the city, but it's in the city. And take that and transform it into a modern or a more, much, how’s to say? Contemporary part of the city. So that was important for him to show both, there was; that we managed this. So that's why. And also, that he wanted to have that power in his hand. He wanted to be able to set the goals for those projects. Not lean on other, other persons or other organizations. He wanted to set the goals together with us.

**○ We wanted to both develop a new area near the sea, and at the same time start a process in a very poor area to show that we care about everyone in Helsingborg**

**icon9:6**

**Content:**

That approach of developing the area both physically and socially, was it something that was discussed in the politics or in the city government, like, “Should we do this, or shouldn’t we do this”?

SP2: It was discussed in the city council down here, but they all agreed that that was very important. As you know, we have also, Anders was also responsible for the development in H+. Have you heard about H+?

SP1: Yeah.

SP2: Oceanhamnen? And that is a totally different area where we start from the beginning to build new houses. And it’s very near the sea and so on, so we wanted to both develop a new area near the sea, and at the same time start up a process in a very poor area, to show our citizens that we care about everyone in Helsingbörg.

**○ We used our knowledge and expertise and mobilised it around this area**

**icon2:9**

**Content:**

We did something different with Rekrytera than we had done before. We did something more than we have done before. But it built on knowledge from our department, from working in other areas in the city like, Planteringen. And the work at Plantering was also financed in the beginning with funds that weren’t from the city, but then we learned that we were supposed to... we learned that we needed to be very close to the department’s work and not, you know, build a bubble. So that was... I wouldn’t say it was something completely new, but we could do it in a different way with the funds from the European Union, so that we learned some new things. And also, in the context of Drottninghög, it’s a very powerful thing for the whole city to go forward in a kind of small area of the city, Drottninghög is a small area, with so much... Like, we mobilised around this area in a way, that it made... Yeah, that is something new. But we took in all our knowledge and our previous experience of working in the other areas of this city.

**iconDTH - In Helsingborg, it is expected from the municipal housing company to do something extra for social development**

**2 Codes:**

**○ In Helsingbörg we have an unusually close relationship to our owners and to the city**

**icon16:1**

**Content:**

it’s not very common and I got a confirmation of that actually by, during the expo talking to a lot of other municipally owned housing companies. Often we are in more of a owner and, an owned company and relating to its owner. So a municipally owned company having to negotiate in a lot of questions in relations to its owner, which is of always the city. But in Helsingbörg we have an unusually close relationship to our owner and to the city. So even though of course there are negotiating scenarios for us as well, where we’re not seeing eye to eye on everything, but we are much closer and have a more united outlook and view on developing areas like Drottninghög than your average city and municipally owned housing company.

**○ In Helsingborg, it is expected from us that we as a housing company do something extra for social developments**

**icon16:17**

**Content:**

There are examples in Sweden where that’s not the, that’s not what you expect of your housing company. That’s not where your, what your housing company is supposed to do, where the owner has another expectation and way of looking at and using their housing company. In the Helsingbörg context, that’s expected of us. I don’t come to the table with a proposition that’s the socially, social type of investment and people or my board go, “What are you, what’s this?” Where somebody’s surprised. So we don’t have that sort of stretch to deal with. We are expected to do this, no one else is doing it so, and it’s on us to do it. So, and of course, regardless of that, there’s still the issue of, “Is this the right way to do it? Is this the right investment size?” And whatever, but we don’t have the uphill of being questioned for initiating those proposals.

SP1: Yes. I see. And how do you explain that? Well, is it support from maybe above or from the politics…

SP2: Yeah.

SP1: …the city? That is it something for example, legally?

SP2: No, it’s not legal. It’s everything is covered in, you can have that expectations or you can choose not to have it and have it in another department. Like we have development departments in some cities that are supposed to do with things that Helsingborgshem does in Helsingbörg, and that’s just something you can or can choose to have or choose not to have. So in Helsingbörg, in the context of this city, we have that expectations. In [Laguna ? 00:44:49] for example, a smaller city, that’s they don’t have that expectation on their housing company. Somebody else is supposed to do that.

SP1: Okay. So it’s the way that it’s organized, and in this case, maybe the benefit that you’re having right now is that, if it’s expected from you as an organization it’s immediately linked to the, well, the physical construction side? That you are also in charge of the real estate, which you easily combine and make that bridge.

SP2: Yes, exactly.

SP1: I see. And is that also something that is part of the organization of the city or the planning culture, or is it something very much a more politically driven by the board that is currently ...?

SP2: I’d say both. We have had a political leadership in Helsingbörg for a long, for 16 years. The same-ish political leadership. Four years, four years, four years. So for a long time that has become a culture in Helsingbörg, which is beneficial for us in that… And that’s my opinion. It has been beneficial for us in that aspect of Drottninghög’s development.

**iconDTH - After some years of development, planners and developers realized that DrottningH’s social development should get more attention**

**4 Codes:**

**○ goals with the urban and physical development were more prioritised in early stages of the project, but within a couple of years, the project realised: we need to focus on a fifty-fifty approach, both physical and social**

**icon1:18**

**Content:**

in some cases maybe goals with the urban development and physical development were more prioritised in a way, probably in the early stages of the project, like putting forward… taking forward reducing details for the are, selling grounds for different building companies, investing in the public area. That was probably the main focus of the project as well, but within a couple of years, while we made these different dialogues, I think the project realised: ok, we need to focus on fifty-fifty approach, both physical and social, and if we need to have the more holistic, better results

**○ The project management realised we needed to invest firstly in public area spaces, after the first dialogue. So we created the playground**

**icon1:10**

**Content:**

From the first masterplan I think… the project management realised that we need to invest firstly in the public area spaces, before we even start with renovating houses or building new houses. That means that the people in the area should see that the change is coming. We are building better playgrounds, better roads, better greenery, better parks, better venues. So we started to invest in the public spaces. When that took place we could start a dialogue about renovation, building new flats, what are the needs for further living conditions and safety. That is the second dialogue. From the first dialogue, from the masterplan, we built in a total new playground, a team playground that… is used a lot by the inhabitants from Drottninghög, but as well by outsiders of Drottninghög. We invested in better roads and other parks in the area. We started up a new venue called Idea Stores, where… citizens could go to a library and start different activities based on their needs. Those were the first steps after the dialogue.

**○ the social goals has been more dominant at the beginning**

**icon9:1**

**Content:**

SP1: what would you say, which goal was stronger or more dominant? The social goal of improving the lives of people living there or the physical development of the area?

SP2: The first one. The social life, I would say.

SP1: That was from the very beginning already...

SP2: Yeah. Both from the civil servant and the politicians, they wanted to focus on the people, not the houses.

SP1: Yeah.

SP2: But we thought that the houses were so bad, that we had to improve the houses also, of course. But that was more like a tool to improve the quality of life.

SP1: And then there is also the densification part of the project.

SP2: Yeah.

SP1: Was that also seen as a strategy to achieve –

SP2: Yeah. We wanted to increase the density, to make it possible for more people to move to that area.

SP1: And why was it?

SP2: Both so that we can finance this development, but also to create more energy in the area, to invite new citizens to this area.

**○ We had an intense urban development programme, but everyone started raising the question: do we see any progress with the tenants?**

**icon1:24**

**Content:**

we had an intense urban, city development. We are building development… It was intense, a lot of houses were built, a lot of houses were renovated and it still raises that question, everyone raises it, our decision makers and politicians: ok, do we see any progress within… of the tenants. The tenants that are living there, are they getting better life conditions, is the life quality improving, are more coming down to employment?

**iconDTH - Drottninghög had low property values for which the potential value creation is high**

**1 Codes:**

**○ In the short term, other neighbourhoods are paying for Drottninghog, but on the long term it will lead to yield**

**icon16:13**

**Content:**

in short terms other neighbourhoods are paying for Drottninghög. However in the, our sort of method in regards to our board when it comes to making the financial decisions in Drottninghög and actually taking renovation projects that are not financially sound today but actually making them happen is, our way of arguing for this is the fact that by changing Drottninghög the way we do, by not just refurbishing but by refurbishing, by adding, by selling, by selling land for new builds, by having a city that also takes large investments, the yield, the bank’s way of looking at Drottninghög risk wise affects our interest. And being, having loans on Drottninghög so much that looking 10 years ahead we will have made a profit. It’s not a big profit, but it is a profit, by doing these here and now not so sound financial investments for the long term benefits. We can see a yield development that’s more positive on Drottninghög than it is on an average area like Drottninghög. So that’s the way we argue and tried to, that’s also something we were trying to spread actually. Having a view on neighbourhoods like Drottninghög like that and not being so much here and now having it to be financially sound day one, but actually being more long term. Having a more long term outlook on profits.

SP1: Yes. I see. So you expect that profit to come because the difference is perhaps quite, you expect a difference between, well, before and after?

SP2: Yeah. Exactly.

SP1: To be bigger in Drottninghög than in other areas?

SP2: Exactly. So if we had, going into Drottninghög I think we had 5.75 yield, we are now down on, the percent yield, we have now, we are down on 4% and there is more to come. And now the yield actually depends on more than just what we do on Drottninghög. It’s markets factors and it’s overall interest and it’s other factors as well, but we can see we are pushing the yield down which is good for the property value and has a big effect since our property portfolio is so big on Drottninghög.

**iconDTH - The City of Helsingborg has an ‘innovation culture’ that encourages project employees to experiment and make mistakes**

**12 Codes:**

**○ I sent my all 500 managers to training camps to become good leader**

**icon9:9**

**Content:**

I sent all my 500 managers to training camps.

SP1: Training camps?

SP2: Training camps where they could train how to make it possible for the employees to develop their ideas, to work together with other departments and other organisations. They have trained to be good at this. So during these ten years now, I have sent my managers twice to two different training camps to develop their skills to be really good leaders, to support others to work together with us.

SP1: And did that result to something? Did it work?

SP2: Absolutely.

SP1: So what do they do differently now?

SP2: What they do differently? We have just now, we have over 300 innovation initiatives, organisations who we are working with. And you can find them in a database, you can go to... we have a website where you can find all these 300 innovation initiatives that we have. I can show you the site. It’s also in English. Because we want both that the different departments and companies can find those new solutions, but we also invite different partners to help us with that, for example, Ikea.

**○ I want to create a feeling that it's very easy to work together with us**

**icon9:8**

**Content:**

why is that so important, to be a test bed? Why not relying on...

SP2: Because we don’t have the solutions by our own. We have to work with others. Both the citizens and associations and private companies. And I want to create a feeling that it’s very easy to work together with us. And it also has to be fun to work together with us. We want to really invite others to help us.

**○ In Helsingborg we like to dance together, it is my mission to create this feeling that we work together and like to do so**

**icon9:4**

**Content:**

was it challenging sometimes to do so this integrative-ly?

SP2: Of course it was, but in Helsingbörg we like to dance together, work together. That’s my mission to create this feeling that we work together in Helsingbörg and we like to work together. And we have a common vision for the whole city that we have invested a lot in, and that is perhaps the most important. So we have a very clear direction how we want, both what we want to achieve, and how we want to work.

SP1: And that drive for collaboration, is that something from the recent years, or something that is maybe more historically routed in the space?

SP2: No, it was not that before. I came in this position back in 2011, and together with my political leader, Peter Andersson, we started this journey. And we had worked really hard in Helsingbörg to create a collaborative organisation that wants to work together towards a really clear vision of how we want the life to be in the whole of Helsingbörg. And Drottninghög is a really good example on this.

**○ I have a feeling that we are more free, to exploit and test. We are not so bossed**

**icon8:31**

**Content:**

When we look around us. I think that very many projects are more short-sighted. They have three years, or two years, or four years. Not twenty-five. I think that's very important. And that we have been able to keep that. But also, the trust. Because I know a lot of project managers in Sweden that have similar projects. New or refurbishment. They are different. But I, I have a feeling that we are more free. To more, to exploit and test. And we're not so bossed. I think that makes a difference. Because if we really like what we are doing, and we don't have to ask everything, all the time. We get more done. And also, we have also worked with this scaling up. When we have an idea. Try it in a small scale. And if you realize this is, this is actually working.

SP1: Yeah.

SP2: Scale it up. And if it's not working…

SP1: Yes.

SP2: …take it away. Then it hasn't costed very much.

SP1: Testing it.

SP2: That's a very effective way of; and then you can test many things. And take half of them away and scale up the rest.

**○ In Sweden we work based on trust; you can tell your boss about what you did later on**

**icon8:26**

**Content:**

We have this in Helsingbörg. That's called, [Swedish word]. That's trust in English. That we should work with trust. So, my boss trusts me to do a good work. And then I don't have to go and ask everything. Because they, they know I will do the right things. Mostly.

SP1: Yeah.

SP2: So that's a different way. It's not the British way. If I say so. The British way is to control, and all the decisions are taking above.

SP1: Yeah.

SP2: So, if I want to do something, I have to ask my boss.

SP1: Yeah.

SP2: He or she says, okay. And then I can do it. In this case. No. I do it. Maybe I'll tell them later on. And that's okay. That's a new way to do. You put, you put the responsibility lower down in the organization.

SP1: Yeah.

SP1: And that creates more creative people.

SP1: Yeah, yeah.

SP2: People that are developing. And that's important.

**○ Since our project started, the city has been working in the context of 'everything is possible'**

**icon8:25**

**Content:**

Since our project started in the, in the context of everything is possible. Everyone should contribute. You should work together. Not in your department. Together. That's what they say, now. Innovation depends on that. You have to be able to take information from other parts, different perspectives, and so on. In the city, all the ten thousand people in the city, who work in the city, have learned that. Three, four, five years ago, they have worked with that. So, we are much better today, to do that.

**○ The 'everything is possible' culture is important because not every effects of what you invest in is measurable**

**icon8:27**

**Content:**

would this, especially social development of the area, perhaps not be impossible. If there would be such a, everything is possible, kind of culture.

SP2: Yeah, I think so. Because if you, if you talk with the state, different departments in the state. For employment, and so on. They will, not used to co-create. They are not used to it. And they were not used to it. So, when we propose this to them, they said, no. That’s not our, no. We do our thing, and they do their thing. And we explain, okay. So, if I'm unemployed, and maybe sick, I have to go to five, six different places, offices. And talk with you and run. And get some paper here and give it there. That's, that's not the way we want to do it. We want to do it like this. One coach. And then in back office.

SP1: Yeah.

SP2: I have a problem. I go to the coach. I explain the problem. The coach helps me.

SP1: Yeah.

SP2: And the coach goes to all those…

SP1: Yeah.

SP2: …in the back office.

SP1: That happens now?

SP2: That happens now. And they give you the solve, solve the problem.

SP1: Yeah.

SP2: Give you the, the way to get education or work, or whatever. So, one person. You meet one person, instead of five, six, seven.

SP1: Yes. And does it maybe also help to – how do I explain - that the investments made, well, in this approach. And also, in the investments made in, I mean, talking to people. Having a dialogue. I think, it all costs a lot of time.

SP2: Yeah. It does.

SP1: But it gives, it gives them the result in what you're doing, actually then. But it also gives them results in many other ways. Not measurable.

SP1: Yeah.

SP2: The person that you help, will get more self-confident. Will maybe be able to go search for work for themselves. They don't need help. And they will spread it to the family. To the environment. To the people they know. To their big family. So, we help people to take care of their own lives. And that's very important.

**○ The innovation culture started from this project, the project has been the platform where this culture developed from**

**icon8:24**

**Content:**

I also understood that there was very strong culture in the City Administration. That innovation is something good.

SP2: Yeah.

SP1: In. Helsingbörg

SP2: Yeah. And…

SP1: We should do things in a new way.

SP1: Yeah.

SP2: Yeah.

SP1: Is that also something that played a role, in the fact that Drottninghög was, would be developed like that?

SP2: Yeah. To be honest, when we started the project, none of this was discussed. This has come, since 2012, 2013. That's what Paulo, our boss; he put this into the city way of organizing and working. And that has been added on year after year after year.

SP1: But innovative part.

SP2: Let me put, let me put it like this. When we started the project, there were no city regulations. How to do this. So, we had to invent how to do it. Both in this project in Canossian Harbour. And in Drottninghög. And the work we did then, to be honest, it's, it's the platform where this developed from, from innovation. And to dare to do things. And that we do things. We just don't talk, we do things. All those things comes from our projects. That was ideas that we took forward, when we created the project. So, it started there, actually.

SP1: Yeah. Yeah.

SP2: So that's why we haven't, we don't have to change the progress. Because of all those new things with innovation and so on. Because we already had it. Other projects had to change. But we started it. So, it's not the problem. We just follow the stream. Do you realized what I said? Yeah.

SP1: Yeah, yeah. So, it's more the other way around?

SP2: Yeah.

SP1: So that…

SP2: So, we actually helped. We had to write project plans, for example. With, will, with all the parts. But today, you just take from the shelf. Because the City has created sustainability plans, and life quality plans. Or whatsoever. That didn't exist. So, we had to do them. Start. So that's the growing place for what you now see in the city. Actually. So that's interesting.

**○ We always say, it is ok to make mistakes**

**icon8:30**

**Content:**

You can measure crimes. But the problem is that you can only measure crimes, there are in the official statistics. There are, of course, a lot of crimes that you don't know about. Crimes within the homes, and so on. But we can see that crimes goes down. And it's not only the crimes. Because if you take one person out of the criminal world, this person could - if they succeed - contribute to society. Instead of destroying the society. So, it's a very good [Swedish word].

SP1: Yeah.

SP2: Effect on that. But it's very difficult to measure.

SP1: And that, maybe the data also, relate to this innovation culture. That you can make mistakes.

SP2: Yeah.

SP1: Or it's okay, to make failures.

SP2: Yeah.

SP1: Yeah. That not everything has to be measured immediately.

SP2: We always say. We have always said in the project, and now in the whole city. But also, that we started a while ago. That it’s quite okay to do mistakes. But do it once and learn from it.

SP1: Yeah. Yeah.

SP2: And then go on. Everyone makes mistakes. The best things in life are due to mistakes. Think of all the Nobel Prize winners. They have Nobel Prize, because they've made some mistake in their research, somewhere. It's not, because they thought this is the right thing. They, they did some mistake. And they learned from it. And they got a Nobel Prize. That's the fact.

SP1: Yeah, yeah, yeah.

SP2: So, I think that. And while doing the wrong thing, you also learn things, the way you go further. The process is not only that you did the wrong thing, and you have to do it again. It's the process, the way forward. That's what you; maybe you, the way he was right, but the result was wrong. So, okay. Do it once more and get the right result. Then you have learned how to do it.

**○ We have masterplans, but it is very important to adapt over time**

**icon12:7**

**Content:**

why do you think it's important to have the side of slow development, over a period of twenty-five, or even more years? Yeah.

SP2: Scope and scope. I would say that, of course, we have masterplans. We have masterplans for the city development. But it's very, very important to adapt over time. To feel, to sense, and to change. To make things even, even better. Because a masterplan from the beginning is nothing else, but another master plan. And we've made changes already. Grönkulla has the first of the area being renovated. And the centre of the build, the change is a rather dense, dense pot. And I think, if you return to Drottninghög, in a few years, you will sense that we see the need for some softer exploitation. With more space. Not, not, not, not as high density.

**○ I wanted to create this new way of working in Helsingborg that we really like to find new ways of working**

**icon9:10**

**Content:**

So I wanted to create these new ways of working in Helsingbörg that we really like to find new ways of working and working together with other partners. And the City Expo now is a delivery point for all these new innovations. But we’re not finished. We have now to go further on.

**○ It is possible to measure, but we don't need to measure everything**

**icon8:28**

**Content:**

Because it's, it's not impossible to calculate it. You can do that. And we have tried to do that in the project. So, there are calculations, saying that if a person gets work, instead of unemployment. In ten years, how much will that cost society? That is possible…

SP1: Yeah.

SP2: …to calculate. And we can show that.

SP1: For work, maybe yes. But other aspects, like trust or sense of community.

SP2: More or less impossible. It's a guess, or something like that.

SP1: From deep life.

SP2: But but you can measure it in. You can, of course, put some questions to the people. And measure in the scale, very good or bad, and so on. We do that. As in Drottninghög, it will, with all the people living in Drottninghög. So, they know every year of the people. Well, develop. So that's very good.

SP1: But it's important to do this?

SP2: No, I wouldn't say that. Because everyone agree on that if we do these things, it's good for the people. And they will have a better life quality. And that's good for the city. And we don't have to measure everything.

**iconDTH - The project is led by an intra-departmental project team in which members prioritize DrottningH over their regular work**

**6 Codes:**

**○ Palle, the boss, told all the departments to prioritize Drottninghog in their work**

**icon8:5**

**Content:**

Palle, our boss, he gathered a meeting early in the project. Where he had all his directors. And then he pointed out and tell them, now I challenge you. You should all prioritize Drottninghög. I won't accept that you don't prioritize your work in Drottninghög. And you should do it together. And Anders is the leader.

SP1: And he said that to the directors of the different municipality parties.

SP2: Yes, yes. So, they, they had a very obvious challenge. To actually, put effort into this project. So, if a person from, for example, yeah. He said, work. I don't know what it's in English. But they, they work with all the new companies coming to Helsingbörg. [Swedish word] it is in Swedish. I don't know what it’s called.

SP1: Business.

SP2: Yeah, business. Yeah. Business Development in the setting. We have a department for that.

SP1: Yeah.

SP2: For example. They should work and put some person into the project that are committed to the project. And have some…

SP1: Yeah.

SP2: What, what actually, can go home and say now we have to focus on this. Because the product needs it. So, I created the product team, where we had persons from all the departments sitting in the product team.

SP1: So, what were all these departments?

SP2: It's difficult to say it in English. But one was the city building, a building company.

SP1: Yeah.

SP2: That actually owns the schools and preschools, and so on.

SP1: Yeah.

SP2: The other one was the planning office. The, and then we have the environmental office. We had also the company that owned all the buildings, of course. The flats. Helsingbörg’s Boys’ Home.

SP1: Yeah.

SP2: Yeah. And also, the, the part of the city that actually owns the land and sells the land.

SP1: Yes.

SP2: I don't know what that's called in English. It's called exploration.

SP1: Land use. Land use.

SP2: Land use. Yeah. Or something like that.

SP1: But the land was owned by Helsingbörg. Them, right?

SP2: Yeah. Yeah.

SP1: Okay. So, it's their department.

SP2: Yeah. So, we; so, the city could sell to someone who wants to build a building.

SP1: Yes.

SP2: Yeah. So, they were in the project, too. So, all the departments and they who are, worked with schools. We also have persons from the health care. And we also had persons from the social department.

SP1: Ah.

SP2: So, all the departments were…

SP1: Culture.

SP2: …represented. The culture, also culture. Yeah. And, of course, we have some communication ability in the project. And, yeah, that's about all. And we also decided very early to be present in the area. So, we opened up an office for our project.

**○ I sent my all 500 managers to training camps to become good leader**

**icon9:9**

**Content:**

I sent all my 500 managers to training camps.

SP1: Training camps?

SP2: Training camps where they could train how to make it possible for the employees to develop their ideas, to work together with other departments and other organisations. They have trained to be good at this. So during these ten years now, I have sent my managers twice to two different training camps to develop their skills to be really good leaders, to support others to work together with us.

SP1: And did that result to something? Did it work?

SP2: Absolutely.

SP1: So what do they do differently now?

SP2: What they do differently? We have just now, we have over 300 innovation initiatives, organisations who we are working with. And you can find them in a database, you can go to... we have a website where you can find all these 300 innovation initiatives that we have. I can show you the site. It’s also in English. Because we want both that the different departments and companies can find those new solutions, but we also invite different partners to help us with that, for example, Ikea.

**○ I want to create a feeling that it's very easy to work together with us**

**icon9:8**

**Content:**

why is that so important, to be a test bed? Why not relying on...

SP2: Because we don’t have the solutions by our own. We have to work with others. Both the citizens and associations and private companies. And I want to create a feeling that it’s very easy to work together with us. And it also has to be fun to work together with us. We want to really invite others to help us.

**○ It was a political decision and a requrest from the city for Helsingborgshem to work holistically with the city**

**icon1:4**

**Content:**

Helsingborg’s housing company, Helsingborgshem… Do you have that in Netherlands as well?

SP1: Something similar, it is not necessarily municipality owned.

SP2: Oh ok. Municipality owned housing company that… it works with public housing. Their methods and strategy is to work with also… not only work with houses and renting out flats. They work also with… also take social and environmental responsibility within their core business. The municipality of Helsingborg also has… it’s a political decision and a request from the city for the Helsingborgshem to not only renting out,but work more holistically in cooperation with the city. So Helsingborgshem, as we call it, the company, have dedicated staff, urban developers, operative… developers, community… workers that are working daily with different kind of questions, like engaging, working to improve the local area, engaging citizens in different projects. So they are dedicated, two fulltime staff for both of these projects to do these interviews. For almost a year, I think.

**○ If we do it together, we can make a big difference much faster**

**icon15:10**

**Content:**

what I’ve been told is that one special thing in the project was the integration of a lot of different departments of the municipality in a project team and well, the attention for both the physical development, the social development and the collaboration between all these different sectors. Is that something that you agree with and that you have also experienced in the project?

SP2: Yeah, I agree with that, of course I do. I think it’s the [speaking Swedish 26:22], it’s the... You show the society that you can do things together from the police, from the municipality, from Helsingborgshem, from the private company. And if we do it together, we can make a big difference much faster, I think.

SP1: And do you have an example, like a very concrete example or so, in which you can really see the benefit of this collaboration, like one of the interventions in the area, for example, or one of the... well, topics that you collaborated on.

SP2: Not really, but.... When I started with this, all the Helsingbörg people who I know from Helsingbörg and I met in lot of meetings, that we were working on a project in Drottninghög, I think everybody was wondering what we were doing there or something like that, and how we could see a future there. But today, when you’re speaking with people, there is another attitude for this. And only in three and four years, this change has been done. So that’s really nice to hear, really fun to hear also. So, that’s the best I can tell you.

**○ on the high level, the different departments were successfully kept together but on th elower level it goes a bit wrong**

**icon14:18**

**Content:**

I mean, the city did, I mean, on a higher level, I would say understanding was there. They point to a project leader for the development, which I thought was very successful. I mean, it was holding all our stakeholders together, and I’ve had to think that was successful. It was he was actually very important for the whole development, I would say. But he doesn’t control all small institution which are, I mean controlling the different regulations. And so I think on a very, very low level, I think that’s, then it goes a little bit wrong. But it’s that has been, I think that was really successful from the city to point this person actually to a whole, as a project leader. And he was the one supposing to be, as you’re, maybe that what you’re referring to. Yeah.

SP1: Right.

SP2: A bridge between the different departments. And it could have been worse without him, I would say. But there’s still a lot of small, small details which could… And I think also during his second phase for us would, and then all this has been, would’ve been solved. So the importance is, I think, also they continue to run it. They keep on running it. So we are not involved with a second phase at the moment, but I think for Helsingborgshem during the next phase and run it continuously, I think all these… We were first out, so I think we were actually getting a lot of this trouble… How do you say? Testing the system as a first person going in, first entity going into this.

**iconDTH - Drottninghög is developed by the owners of the land**

**9 Codes:**

**○ In 2010 the city and Helsingborgshem made a joint venture and made this project, because they were the main owner of the whole area**

**icon1:23**

**Content:**

Drottninghög was owned since 1968 of Helsingborgshem, they were the main owner of the whole area. So in 2010 city and Helsingborgshem made a joint venture and made the umbrella project DrottningH, “let’s do this together”. Because you need tools from the city, we need tools from the housing company. Because they are connected with the tenants, not the city. That’s why the Helsingborgshem did the first dialogue in a more quantitative and quality way.

**○ We have more power in this area because we are the sole property owner**

**icon16:5**

**Content:**

But Drottninghög, the unique for us thing about Drottninghög is that we are, we were the sole property owner, we are not the sole property owner in these other neighbourhoods. So we have more power, we have more influence in being that. And having been that in Drottninghög, and that was also something that we took into this early agreements. That we have a lot of, yeah, we can achieve a lot in Drottninghög in being such a large part of the neighbourhood.

**○ Helsingborgshem did not want to renovate or build new houses before we check that with the tenants**

**icon1:11**

**Content:**

The second steps was that… the outcome of the second dialogue was more of a tenant perspective. The living conditions in the flats, what are the needs in the flats, and after that, we also wanted to have acceptance within more of 90% of the tenants, to accept the terms and say yes to renovation and say yes to the increase of rent, gradual increase of the rent. Because Helsingborgshem did not want to renovate or build new houses before we check that with the tenants. So after acceptance from the tenants the second phase could come in, the renovations, the building.

**○ From the bigger picture, Helsingborg is a fast-growing city and we want to manage it in a sustainable way, we wanted to have a broader variation in each suburb**

**icon12:1**

**Content:**

But if we take it from the big picture, Helsingbörg is a quite fast-growing Swedish city. And we want to manage sustainability. Through a broad perspective. We want to, as we say, say, we don't want to, to, to break, to be able to reach the goals of sustainability. We want to speed. And we want to see development and a positive attitude. How we can, can both become a growing city, a growing region. But do it in a sustainable way. And we do this in three perspectives. Both and environmentally, of course. But also, socially, and economically. And that is very important. And one of the goals in Drottninghög - but also the goals for the city as a whole - is that when we grow, we grow with residential areas. We also, need to grow in our labour market. We have to have some sort of communication between the growth in inhabitants and the, what do you say? In the labour market. Where we have to be able to mirror all the competence of our inhabitants on the labour market. Because we have to have more residents and more inhabitants, to take active part and be self-sufficient on the labour market. And why Drottninghög? We, of course, we have a lot of other areas that we’ve changed. And we do that as well. But Drottninghög was very, a very good spot to stop. Since the city, through our, our own housing company, Helsingborgshem. The, by the municipality, the entire area. And also, a quite, quite [… ? 00:04:10], rundown area. Built in the same time, and we needed to make something, some change in the area. And one of the goals fell in Drottninghög. But also, in that some blocks with higher spec status. Where we made the same decisions. But then the other perspective was to make a table. To make, make a career in the housing market. So, so, we wanted to renovate. We wanted to tear down. We wanted to build new. We wanted to build owner flats. We wanted to build small townhouses. To, to make it easier for, for each area to be stronger. And to have a broader variation of inhabitants living in the area. This is being done right now. Since several years, in Drottninghög. But it's also being made in areas with higher social status. Like, for instance, [Swedish name], in the south of Helsingbörg. A housing community, wealthy people. Where we now also, are building flats. Just as we are, in Drottninghög, building townhouses. So that's a perspective from the municipalities to bring, bring, bring each suburb, a broader variation. To our right inhabitants. And in that way, we also become stronger in the social, social end levels that we have.

**○ Everything that can be like a magnet for people coming to the area is interesting for Helsingborgshem**

**icon10:10**

**Content:**

They also see that this can give more attraction to the neighbourhood. And that’s their KPI, how they measure it. And of course, with something, they are building quite much, as you know, from Drottninghög project, and everything that can add to that from like a magnet for people coming into the area is interesting for them. And also, the way we’re working with the community, employing people of course will do that they can stay here longer, they will be more wealthy in the long run and so on.

**○ Helsingborgshem actually needs to double the land price to sell it to investors, but it did not work out for Boklok**

**icon4:13**

**Content:**

And as Helsingborghem, actually they need to take, they need to double the price for the land that they're selling to private investors. And, yeah, I don't know if it's possible.

SP1: Double the land? Sorry?

SP2: The price for the land.

SP1: Oh, yeah. Yeah.

SP2: Now so to BoKlok, they should have sold for the double, actually, because they don't, the costs are so high for them, so.

SP1: The costs are so high for Helsingborgshem?

SP2: Yeah. The demolition and so on.

SP1: Okay. There was a bit of a mistake, or what happened?

SP2: No, it's not a mistake, but it’s like it's an obvious negotiation. “What can we get for it?” And, yeah. But they think that it's important for the attractiveness of the area, so it was important anyhow.

**○ If we help the municipality, it is easier for us to get a new place in town to build. Also, we own the apartments so it is easier for us to hold out for a long time**

**icon15:4**

**Content:**

I think if we take the responsibility for this, the challenge to help the municipality to do this, it’s easier for us to get the new place to build in the town. That was one idea. Then we own everything, we don’t sell our houses. So we own it for a long way. And then you can be stronger, you can... Yeah, you can... It’s not a problem if it’s not, everything is not outrented directly, so it’s easier for us to hold out, I think.

SP1: So actually, both of these reasons have very much of a long-term idea behind it. So, you also want to maintain a good relation with the municipality in order to develop other parts, achieve other things.

SP2: Right.

**○ The land is half owned by Helsingborgshem and half by the city, we are getting a discount from Helsingborgshem**

**icon10:9**

**Content:**

This land is half owned by Helsingborgshem and half owned by the city, so it goes like a line in this.

SP1: OK.

SP2: So from Helsingborgshem we rented super cheap, because that’s part of their way of being part of this.

SP1: OK, yeah.

SP2: And for the city we pay normal taxes. And it was no one else who like, wanted this piece of land, it was standing free. It was a big grass, only grass here when we started digging in December. So we’re renting for normal price, so to say, that anyone else would.

SP1: So there’s some kind of discount...

SP2: From Helsingborgshem perspective?, yeah.

**○ The other side of the street has similar problems but the ownership is totally different**

**icon4:10**

**Content:**

just on the other side of the street …? It has quite similar problems, but the ownership structure is totally different. You have different of these, a couple of these owner, occupied associations who own some parts, and then you have other more commercial and residential rental companies, and that they, I mean these associations they're mainly interested of, yeah, of their own plot and they're laymen in the, on the board so they can't do bigger projects even if they wanted to. And often they don't want to.

SP1: This is an opportunity because Helsingborgshem is the main owner of the area.

SP2: Yeah. And they are this public municipal housing company who according to Swedish law, they should try to make a profit as any other housing company. But they found a new way to have these social objectives as well, which other housing companies don't have.

SP1: Huh!

SP2: And here in the planning program you can see that the project in Drottninghög that shall be a role model for other parts of the city, but it's not possible because the ownership structure is totally different. And so much money that's invested here by both Helsingborgshem but also the city and the private companies, that it's not possibility in the other areas. So I'm working with some kind of planning program for another part of the city, where you only have these owner occupied associations and some private. residential, rental companies. And it's much more difficult to coordinate and nobody wants to pay more than…

**iconDTH - The municipal housing company is able to accept short-term losses for long-term benefits**

**8 Codes:**

**○ Compared to other organisations, Helsingborgshem has people thinking about mobility or social things, they have social workers working with employability or their housing tenants**

**icon4:11**

**Content:**

So I'm working with some kind of planning program for another part of the city, where you only have these owner occupied associations and some private. residential, rental companies. And it's much more difficult to coordinate and nobody wants to pay more than…

SP1: Yeah.

SP2: Yeah.

SP1: Exactly. Yeah.

SP2: [illegible] come to parking owner associations and say, “No, we don't want to lose one single parking place.” “Okay. But then you can’t densify.” I mean, and that's, we can't, we don't want to put it in the green areas.

SP1: Yeah. Okay.

SP2: And then Helsingborgshem, I mean, they have people thinking only about mobility or these social, they have people working with, social workers working with employability of their housing tenants. I mean, yeah.

**○ We were really a driving force and there was an early agreemnt that we should do this together with the municipality**

**icon16:4**

**Content:**

It was actually a kind of a napkin agreement between that part of the municipality that we, that are our city planners and the city planning department. And our CEO, he has, apart from having a big sort of passion for these questions and these neighbourhoods, he is also very, I would say for a general CEO in a municipal housing company he has high knowledge. He knows what it takes. Yeah, there was an early agreement that if we are to really change and develop Drottninghög we cannot just take care of our houses and refurbish and just, and leave it as is we need the municipality. So we are prepared to take large investments and go outside of our dwellings in refurbishing, do, take the next step to go to the next level, so to speak. To spend more money, speaking clearly, than we would in our just an average refurbished projects if you, as in the municipality, are on board in taking other investments in school, in parks. And so we were really a driving force and there was an early agreement that this is something we should do together. We should combine forces, so to speak, and do this simultaneously.

**○ As a housing company, we have the ability for urban development, we are already in close contact with tenants**

**icon16:6**

**Content:**

, I think we as a housing company, as a municipal owned housing company as well, we have a lot of, we have the ability to be used as a tool for urban development so I think it’s wise for a city to use a housing company to do more than just refurbish and let or rent out houses. Because we have this, if you look into the future I think one of the most sort of compelling issues for us as city developers is to get our inhabitants and our, yeah, inhabitants on board with things and get them involved into things such as plaza development or park development or play, what do you, whatever you are facing. And also things such as smart mobility, and really to succeed in this development processes you need to have your inhabitants on board. And as a housing company we have the actual key to their apartment they live in and we see them regularly. We have a relationship in the best cases anyway to them and so the first step is already taken, to have a, sort of create a quality dialogue and a quality conversation about these things. And that’s what we do. That was a long, sorry. Sorry. That’s what we do in other neighbourhoods as well, but in much smaller scale than we do here in Drottninghög.

SP1: So in that case it would be about a park development…

SP2: Yeah.

SP1: …or in public space, or maybe a small building?

SP2: Yeah. Yeah. And they’re so used to us contacting them in other regards, so the first sort of threshold of the quality dialogue is already eliminated. We have a relationship, we know each other. It’s natural for us to continue a conversation about something that’s outside of the apartment rather than inside.

**○ Everything that can be like a magnet for people coming to the area is interesting for Helsingborgshem**

**icon10:10**

**Content:**

They also see that this can give more attraction to the neighbourhood. And that’s their KPI, how they measure it. And of course, with something, they are building quite much, as you know, from Drottninghög project, and everything that can add to that from like a magnet for people coming into the area is interesting for them. And also, the way we’re working with the community, employing people of course will do that they can stay here longer, they will be more wealthy in the long run and so on.

**○ Having project-by-project finance is probably more sustainable in the long term, keeping budget cuts of an overall project away from us**

**icon16:15**

**Content:**

I think we’ve had, we would have more leeway, more sort of room to move when it comes to certain aspects of development if we had a joint budget. Now we have to be more in the specific negotiates regarding money for project-by-project or investment-by-investment. But for the long term approach also, I think that it’s good because approaches in projects like that one on Drottninghög, it is always at risk of scrutiny and budget cuts. And if we are treating Drottninghög financially like any other with one park development, one, but are having this overall approach steering it to the right direction, I think that’s more sustainable, for us here in Helsingbörg and in Sweden anyway, way of developing an area and keeping budget cuts of an overall project away from us, so to speak here. Do you understand what I mean?

SP1: The last part maybe, the last sentence I was a little bit lost. If you could repeat.

SP2: I’ll try to repeat.

SP1: Okay. Yeah.

SP2: So by keeping the budget or the financial issues separate, so we have one budget, the city planning department has one budget, the employment office or department has one budget, and pouring money into developing Drottninghög piece-by-piece, we can avoid having this, an overall project budget scrutinized and pick that. Because it is such a long term approach…

SP1: I see.

SP2: …that’s the most sort of long term way for us to invest also. That’s what we usually do. That’s the sort of… Do you know what I’m saying? Now?

SP1: I think I get what you mean indeed. So you prevent in that way that there was one budget for the development and that budgets is finished at some point. Or...

SP2: Yeah.

SP1: …that all decisions need to be taken in the beginning or planned, but that you somehow guarantee a continuous, well, at least a possibility to have, to continue smaller projects over longer term

SP2: Yeah.

SP1: But maybe the risky part of its side of it is that, well, at least you need the commitment of all these different departments and stakeholders to keep investing in it.

SP1 Yeah.

**○ In the short term, other neighbourhoods are paying for Drottninghog, but on the long term it will lead to yield**

**icon16:13**

**Content:**

in short terms other neighbourhoods are paying for Drottninghög. However in the, our sort of method in regards to our board when it comes to making the financial decisions in Drottninghög and actually taking renovation projects that are not financially sound today but actually making them happen is, our way of arguing for this is the fact that by changing Drottninghög the way we do, by not just refurbishing but by refurbishing, by adding, by selling, by selling land for new builds, by having a city that also takes large investments, the yield, the bank’s way of looking at Drottninghög risk wise affects our interest. And being, having loans on Drottninghög so much that looking 10 years ahead we will have made a profit. It’s not a big profit, but it is a profit, by doing these here and now not so sound financial investments for the long term benefits. We can see a yield development that’s more positive on Drottninghög than it is on an average area like Drottninghög. So that’s the way we argue and tried to, that’s also something we were trying to spread actually. Having a view on neighbourhoods like Drottninghög like that and not being so much here and now having it to be financially sound day one, but actually being more long term. Having a more long term outlook on profits.

SP1: Yes. I see. So you expect that profit to come because the difference is perhaps quite, you expect a difference between, well, before and after?

SP2: Yeah. Exactly.

SP1: To be bigger in Drottninghög than in other areas?

SP2: Exactly. So if we had, going into Drottninghög I think we had 5.75 yield, we are now down on, the percent yield, we have now, we are down on 4% and there is more to come. And now the yield actually depends on more than just what we do on Drottninghög. It’s markets factors and it’s overall interest and it’s other factors as well, but we can see we are pushing the yield down which is good for the property value and has a big effect since our property portfolio is so big on Drottninghög.

**○ It is a project-by-project finance**

**icon16:14**

**Content:**

And is your budget, your company separated from budget of the municipality? Of course there are a lot of negotiations and you collaborate closely, but it’s not a joint venture?

SP2: Well, it’s not a joint. No. So it’s a project-by-project, always is park-by-park. It’s investment-by-investment. It’s good and bad, I guess it’s an easy way to keep the finances clean or not to make it into something… I’m not sure how to explain this. It’s both good and bad. It’s definitely separate.

**○ Regarding property finance we have different interests than the city**

**icon16:10**

**Content:**

When it comes to where we are, compromising and not always being in, on the same page, it’s obviously regarding property finance, which is our sort of responsibility to have sound finance in terms of our dwellings here in Drottninghög. And when it comes to the city, I think, so that’s, that can be the tough discussions about us trying to maintain, even though we are taking a long, or reaching for to, and making large compromises to achieve what want to achieve in Drottninghög. It’s not like we want to make money, but we want to be fairly financially sound, so to speak. That can be a discussion in, we can get into discussions with [the owners ? 00:23:27] because they’re not into finance or property finance in that sense.

**iconDTH - The City of Helsingborg’s departments prioritize their regular budgets for DrottningH**

**3 Codes:**

**○ Palle, the boss, told all the departments to prioritize Drottninghog in their work**

**icon8:5**

**Content:**

Palle, our boss, he gathered a meeting early in the project. Where he had all his directors. And then he pointed out and tell them, now I challenge you. You should all prioritize Drottninghög. I won't accept that you don't prioritize your work in Drottninghög. And you should do it together. And Anders is the leader.

SP1: And he said that to the directors of the different municipality parties.

SP2: Yes, yes. So, they, they had a very obvious challenge. To actually, put effort into this project. So, if a person from, for example, yeah. He said, work. I don't know what it's in English. But they, they work with all the new companies coming to Helsingbörg. [Swedish word] it is in Swedish. I don't know what it’s called.

SP1: Business.

SP2: Yeah, business. Yeah. Business Development in the setting. We have a department for that.

SP1: Yeah.

SP2: For example. They should work and put some person into the project that are committed to the project. And have some…

SP1: Yeah.

SP2: What, what actually, can go home and say now we have to focus on this. Because the product needs it. So, I created the product team, where we had persons from all the departments sitting in the product team.

SP1: So, what were all these departments?

SP2: It's difficult to say it in English. But one was the city building, a building company.

SP1: Yeah.

SP2: That actually owns the schools and preschools, and so on.

SP1: Yeah.

SP2: The other one was the planning office. The, and then we have the environmental office. We had also the company that owned all the buildings, of course. The flats. Helsingbörg’s Boys’ Home.

SP1: Yeah.

SP2: Yeah. And also, the, the part of the city that actually owns the land and sells the land.

SP1: Yes.

SP2: I don't know what that's called in English. It's called exploration.

SP1: Land use. Land use.

SP2: Land use. Yeah. Or something like that.

SP1: But the land was owned by Helsingbörg. Them, right?

SP2: Yeah. Yeah.

SP1: Okay. So, it's their department.

SP2: Yeah. So, we; so, the city could sell to someone who wants to build a building.

SP1: Yes.

SP2: Yeah. So, they were in the project, too. So, all the departments and they who are, worked with schools. We also have persons from the health care. And we also had persons from the social department.

SP1: Ah.

SP2: So, all the departments were…

SP1: Culture.

SP2: …represented. The culture, also culture. Yeah. And, of course, we have some communication ability in the project. And, yeah, that's about all. And we also decided very early to be present in the area. So, we opened up an office for our project.

**○ Because all departments are measured in different ways, it was important that the project members are living the project, that they are empowered and defend their ideas to their boss**

**icon8:7**

**Content:**

The driving forces are different. Because they are measured in different ways. You could be measured by how much land you sell. I can be measured by how many people getting work. That doesn't combine. But the thing is to discuss all these same things together. That's why we had this special meeting. Four hours every Friday. Every week.

SP1: Okay.

SP2: Everyone there, talking about all the topics.

SP1: Yeah, yeah, yeah.

SP2: So, if you are not interested in, or concerned with a question, you had to be there and listen. And everyone was asked to come, to contribute. So, even if you haven't got the skill, you could have an opinion. Or…

SP1: Yeah, yeah, yeah.

SP2: …some lessons learned.

SP1: Yeah.

SP2: Or you know the right person or anything. So, you could contribute. And after a while that works.

SP1: Oaky. Yes.

SP2: So, everyone wants to give you advice in what you are doing. And vice versa.

SP1: Yeah.

SP2: And that's a very good thing.

SP1: So, it’s quite a big investment in, like physical interaction.

SP2: And we also had some team building activities. We went away. We hired a bus and went to Denmark. And we went up in Sweden. And we did things together.

SP1: Yeah.

SP2: Because to get the same platform…

SP1: Yeah. Yeah.

SP2: …to discuss from. And also, have seen the same good examples. Or bad examples.

SP1: Alright.

SP2: They are important too.

SP1: Yeah. Yeah. So, this was a new kind, new way of City Administration.

SP2: Yeah.

SP1: Public Management. And it's always difficult to take some, some people from the line - the organization line - and put them in the project. Because of, do they set the project first, or the line, or the boss first.

SP1: Yeah.

SP2: In this case, it was very obvious. Project first. So, if you don't live the project…

SP1: Yeah.

SP2: …you don't fit in. You have to be able to agree to things here.

SP1: And then go help. Go at home and defend it.

SP1: Yeah.

SP2: So that we can work with it.

SP1: Right.

SP2: You shouldn't go home and get permission. You should go home and defend it and motivate it. That's very important.

SP1: And it was somehow allowed, because it was given from, like, above. It came from above.

SP2: Yeah. And also, that every person grow with that responsibility. If they feel in the project, okay, we agree on good things.

SP1: Yeah.

SP2: We all think this is the right thing to do. Then you’re empowered. And empowered to go to your boss and say, we want to do this.

SP1: Yeah.

SP2: It's problem for our department. But we have to commit to this. Because that's the best thing. And when they get, yes, at the end, they grow.

SP1: Yeah.

SP2: And like two years later, they don't even have to go and ask. Because they know what they can do. They know the limits. And also, the home department learns to work in this way.

**○ I sent my all 500 managers to training camps to become good leader**

**icon9:9**

**Content:**

I sent all my 500 managers to training camps.

SP1: Training camps?

SP2: Training camps where they could train how to make it possible for the employees to develop their ideas, to work together with other departments and other organisations. They have trained to be good at this. So during these ten years now, I have sent my managers twice to two different training camps to develop their skills to be really good leaders, to support others to work together with us.

SP1: And did that result to something? Did it work?

SP2: Absolutely.

SP1: So what do they do differently now?

SP2: What they do differently? We have just now, we have over 300 innovation initiatives, organisations who we are working with. And you can find them in a database, you can go to... we have a website where you can find all these 300 innovation initiatives that we have. I can show you the site. It’s also in English. Because we want both that the different departments and companies can find those new solutions, but we also invite different partners to help us with that, for example, Ikea.

**iconDTH - The urban development project has a ‘slow’ duration of at least 25 years**

**5 Codes:**

**○ The owners and us are in this for 25 years for a very broad development**

**icon16:9**

**Content:**

The other thing is, I think the relationship between us and our owner. That we are close and that we are in this together for a long time, not just for four years or, but actually for 25 years and trying to, or having the ambition of this being seriously long term and a very broad approach to development.

**○ We as Rikbyggen are owning the places so we keep on as a long term investor in our area, that is very important**

**icon14:19**

**Content:**

I mean, Helsingborgshem, they will stay as the main, and they are very much involved in keeping the, developing up it has to be able. So I think it’s important to. And also we as Riksbyggen owning it, that we keep on as a long term investor in your area. That’s important. As soon as we or someone else are starting to sell and it’s just an investment, then I would be concerned. So I think to keep on having long term investors in combination with these condominiums, I think it’s very important. And also the school that has been, so the school has always been a high reputation, and that’s very unusual for an area like this. And I’m also concerned that we keep on, or the city of Helsingbörg keep on investing in, yeah, good teachers and the whole, the school, and that’s it could be a concern. But for the development in Drottninghög that was, I think, one of unusually that we had a good school to work with.

**○ It is very important to not go too fast with the developments**

**icon8:19**

**Content:**

I think that's very important. Because most failures are, as I think, based on not communicating and doing it too fast. It's the same with this type of project. Like if you build everything, the same year or two years, everything will look the same. You get the same problem there, as there. You must dare to leave some areas not to develop now. Develop them in five or ten years. Leave some spots.

SP1: Yeah. To learn from the mistakes.

SP2: That's the same, the same idea as we do with DrottningH. We do something, but not too fast. And people get used to it. And to get better and better. Now they like it.

**○ Unique about this project is the long timeframe and that Helsingborgshem is investing so much, they really want to do good**

**icon4:9**

**Content:**

what do you think that is unique about this urban development projects?

SP2: Yeah, I mean, it's like, it’s social long timeframe and that has Helsingborgshem is investing so much. And I mean, they really want to do good. It's not that they're the bad guys, they really want to do good. And also when we're talking about densification, we need to densify. I mean these parking spaces are not good. It's important to connect the areas. And the question on how do we do it? How much exploitation is, can be tolerated? And then these plots are, this is 42 meters. It's rather narrow. You cannot really high rise houses here, as you try here. It's far too much. It would be good to have row houses or so. Many plots in the Netherlands, well, I looked at them, what kind of structure can you have in this kind of area of? If you have row houses with gardens that meet. I’s good to be typical size, but that's not the structure that fits here. So we have to see and experiment what kind of structure is good here.

**○ It started off that Ikea become one of the main partners in H22, and then we realized that if we want to make a difference, we need to prolong it**

**icon10:6**

**Content:**

It started off that Ikea became one of the main partners in H22, so we started in that angle. Then it was only a project that we aimed for, like something visible during H22 and then disappearing. So, as we were one of the main partners in H22, we got quite many contacts and a lot of people in the city who wanted to contribute and make this like, a success story. But as we went on then, we realised talking to people in the area that this, and if we wanted to do a big difference, is not something we can only do in seven weeks, we need to prolong it. And then we also took a lot of contact with [Swedish word], AMF, they are the people sitting with... that’s part of the city who is handling people outside the labour market. And said “What can we do together? We need people, how can we make it… How can we cooperate around them?” And we put quite many big demands on them to do more what they normally do. So they found the people, they skilled the people, and then followed them until they dropped them off at our station, so to say.

**iconDTH - Some Swedish private investors find it important to invest in socially demanding areas**

**10 Codes:**

**○ In the beginning, nobody wanted to invest in the area, Riksbyggen and Boklok were the first ones interested**

**icon8:9**

**Content:**

how did the selection of stakeholders take place? Was there a competition?

SP2: Well, you couldn't be too picky. Because in the beginning; so, ten years ago, there was nobody interested in building anything, in Drottninghög. So, we have to start the way we did. But now, they actually come to us. And ask, can we get the piece of land up there? And that's because we have been there for ten years. We are showing them, we are staying here. We are doing good things. The people like it. It's no, it's not at all difficult to sell an apartment up there now. Ten years ago, that would be impossible.

SP1: Yeah, yeah, yeah. Yeah. And then, because I think, Boklok and Riksbyggen, they are a little bit social-oriented.

SP2: Yeah. Yeah.

SP1: Because they provide…

SP2: They have a social partners. Or a social part. That is very important for…

SP1: Yeah.

SP2: …for them, of course, but for the area. So, it connects good to what we are doing.

SP1: Yes.

SP2: Yeah.

SP1: So, you can, like, lucky that these were also the stakeholders interested in the beginning, as well?

SP2: No, I don't think. Because the first meeting we had with external stakeholders, was 2013, I think. Or 2012. No, 2013 Then we actually, invited seventeen different private companies.

SP1: Yes.

SP2: They all came. We informed them. Where we discussed. Nobody from them said, okay, we will take place here. No. They said that we will go home and think about this. And maybe. So. But Riksbyggen was there. Boklok was there. And they were the first ones coming back. And say, okay, we will discuss this with you.

SP1: Okay.

SP2: At least, discuss it. So, it wasn't a natural process. But they were the first ones. And maybe because they were closer to what we were doing.

**○ How a private company (ikea) can do a bigger change in society and work together with a city and citizens**

**icon10:2**

**Content:**

And the other part of this is how a private company, in this case Ikea, can be a more... can do a bigger change in society in relation to working closer to a city and with the citizen.

SP1: I see.

SP2: So that’s probably be your angle more, I would say.

SP1: Yeah.

SP2: So how can we do more, because DM stands for “do more”, so how can we do more when it comes to then building a part of the city, in this case Drottninghög, which you know about, it’s quite challenged. So we also wanted to be part of an area where we can make a bigger change, and then H22 is of course the first foundation of it. However, what we’re building here will also remain for a long term. So what it is right now is that we have created a company within Ikea, than then can run this longer term.

SP1: I see. And is that something new of Ikea?

SP2: It’s super new and it’s really exploring here as well.

**○ We are a social business, meaning that we come up quite high when they are choosing catering partners**

**icon10:5**

**Content:**

So we are catering to them, as we are in our business and vision we are a social business, meaning that we come quite high up in the ranking when they are choosing catering partners. So we deliver 8000 wraps and salads to them during the City Expo. And then also after that we have a contract with them.

**○ And of course, if we pay back to society it will also be wealthier in the long run**

**icon10:13**

**Content:**

So the learning now so far is how we recruit people in totally different models. We will not only do this model, we will do the normal one as well, but if you can add like 10% in each and every store, it’s a massive change that we can pay back to the society. And if we pay back to society, of course in the long run it will also be wealthier, and so on.

**○ Companies are saying that they are willing to contribute, but what can you demand? Although there is always some corporate social responsible and possible to get some money from them for student activities or so**

**icon4:5**

**Content:**

the companies that builds in that area, that created densification, are they somehow, do they have, do they feel any responsibility for the social dimension in the way that they want to improve the quality of life for people in this area?

SP2: I think that's what they're saying, and I don't know what they do in reality. I think it's both, better Helsingborgshem because they have the contact to them. And as far as I know, there's not, it's not really clear how they will be included in the development work in the future. I mean, now they're actor here as well. They're saying they're willing to contribute, that it's not only here a way to earn money, but they have…

SP1: But you don't see the concrete outcome? Yeah.

SP2: Yeah. Then the question, what can you demand? In which I think, so I don't know. It will probably always be possible to get some money from them for some student's activities or so. I think there’s always a corporate social responsibility.

SP1: Yeah.

SP2: Yeah. Then you can always use it for marketing purposes, just once or something.. But I don't know how… Yeah.

**○ If we help the municipality, it is easier for us to get a new place in town to build. Also, we own the apartments so it is easier for us to hold out for a long time**

**icon15:4**

**Content:**

I think if we take the responsibility for this, the challenge to help the municipality to do this, it’s easier for us to get the new place to build in the town. That was one idea. Then we own everything, we don’t sell our houses. So we own it for a long way. And then you can be stronger, you can... Yeah, you can... It’s not a problem if it’s not, everything is not outrented directly, so it’s easier for us to hold out, I think.

SP1: So actually, both of these reasons have very much of a long-term idea behind it. So, you also want to maintain a good relation with the municipality in order to develop other parts, achieve other things.

SP2: Right.

**○ It differs from developer to developer what we expect from them for social development**

**icon16:20**

**Content:**

You obviously work together with private developers as well in the area.

SP2: Yes.

SP1: And what do you expect from them in terms of social sustainability goals?

SP2: It’s it differs from developer to developer, and taking into consideration what they are coming with. As in the type of project and size of project and so on. So we design expectations, we have specific expectations with different, new developers that has to do with what they are building, for whom, how, for how many and so on. But so as an example, when the Boklök or the Skanska housing company where the dealt property or land, we had an agreement that they were going to teach our tenants about the [Swedish word]... that type of where you would you buy the right to live in an apartment. It’s a Swedish type of condominium type of apartment. It’s tricky to understand if you’re not from Sweden the, that model isn’t, not, isn’t so common in the rest of the world. So and trying to make that understandable and trying to invite people who live in Drottninghög today, that was one of the social investments that we had an agreement they would do. So sort of a condominium school inviting residents. Also in the physical aspects when it comes to that particular project, we have the combined green spaces, so that the green spaces of this project are also to be used for our tenants living next to them, so that the project physically sort of married the surroundings and not becoming, instead of becoming this isolated enclave.

**○ We are an company who takes social responsibility, so it was nature for us to help the municipality when they asked us, it was not a big issue for us**

**icon15:2**

**Content:**

Our goal is to have a lot of apartments in Helsingbörg and we are a company who would take social responsibility, so in every municipality we have a... We make an agreement with the municipality for social... not social housing, but social apartments. So it was the very nature for us to help Helsingbörg municipality with this when they asked up, so it was not a big issue for us. So, we saw that it was a lot of facilities in the surrounding, it’s good communication, it’s close to the city. So, we saw it was a good place to have our new apartments on, so yeah. No special goals for this area.

**○ Ikea is a profit company, and this social enteprise is here to develop different kinds of concepts**

**icon10:12**

**Content:**

Ikea is not a social enterprise. We work with very many social questions as inclusion and being like a good player in the neighbourhood, but we are not defined as a social enterprise.

SP1: This project is.

SP2: This is, but not Ikea, it’s a profit company for sure, with a lot of soft values and social values, but it’s 100% profit. And here is not, here it’s social, so we don’t need to make a profit. The profit will be reinvested in employing more, doing more social good.

SP1: I see. And what made or who decided or what decided that this was going to be a social enterprise?

SP2: I did.

SP1: OK.

SP2: Because we also saw that as a good part of this exploration to work closer to... We don’t need to make more money. I mean, this is so small, and making money here would be like... not really giving back to Ikea in that sense. We don’t need that kind of money. However, we need to learn, we need to develop different kinds of concepts. So if we can learn stuff here, it will be quite a big value into the bigger organisation.

**○ Our goal is to contribute to raising the standers in the whole area**

**icon14:11**

**Content:**

. But the goal is actually to get the whole area to develop from… How do I? Yeah, social demanding areas and developing to be a not so demanding area, in terms of less crimes, more people going to school and graduate and more people working. To get people into our workforce and so on. I mean, I would say, for example, Riksbyggen’s biggest goal is of course to contribute to it, but also to be able to, in a long term, earn money from it. And we don’t do that if we are not raising the standards in the whole area, so we need to get rid of the crimes or minimize the crimes, to minimize the unemployment and so on. I mean, it’s much more important for us, but that whole area is developing, and if it’s not developing we will not succeed in terms of getting people into our buildings, getting people to choose to living in our buildings. So your question was our goal. So actually we are very much dependent on that the whole area is blooming and actually it’s developing step by step, otherwise we will not succeed. And we are of course a part of being able to increase, but there’s always a risk in the people living already in the area. They are often very proud of the area and so there’s always a risk of how you communicate, not to talk down to them. I mean, instead of… How do you say? Put something, value into area soon, I mean sooner than saying, “That this, what you have is crap and what we are doing is right.” So it’s more they need to see… How do you say? That it’s worth more to the people living there. For example for the day care centre. Everyone wanted that, and that was, yeah, I think people living in the area just are very appreciative of the day care, for example. That was something we contributed into the area.

**iconDTH - Drottninghög is considered the socially weakest area in Helsingborg**

**3 Codes:**

**○ From the bigger picture, Helsingborg is a fast-growing city and we want to manage it in a sustainable way, we wanted to have a broader variation in each suburb**

**icon12:1**

**Content:**

But if we take it from the big picture, Helsingbörg is a quite fast-growing Swedish city. And we want to manage sustainability. Through a broad perspective. We want to, as we say, say, we don't want to, to, to break, to be able to reach the goals of sustainability. We want to speed. And we want to see development and a positive attitude. How we can, can both become a growing city, a growing region. But do it in a sustainable way. And we do this in three perspectives. Both and environmentally, of course. But also, socially, and economically. And that is very important. And one of the goals in Drottninghög - but also the goals for the city as a whole - is that when we grow, we grow with residential areas. We also, need to grow in our labour market. We have to have some sort of communication between the growth in inhabitants and the, what do you say? In the labour market. Where we have to be able to mirror all the competence of our inhabitants on the labour market. Because we have to have more residents and more inhabitants, to take active part and be self-sufficient on the labour market. And why Drottninghög? We, of course, we have a lot of other areas that we’ve changed. And we do that as well. But Drottninghög was very, a very good spot to stop. Since the city, through our, our own housing company, Helsingborgshem. The, by the municipality, the entire area. And also, a quite, quite [… ? 00:04:10], rundown area. Built in the same time, and we needed to make something, some change in the area. And one of the goals fell in Drottninghög. But also, in that some blocks with higher spec status. Where we made the same decisions. But then the other perspective was to make a table. To make, make a career in the housing market. So, so, we wanted to renovate. We wanted to tear down. We wanted to build new. We wanted to build owner flats. We wanted to build small townhouses. To, to make it easier for, for each area to be stronger. And to have a broader variation of inhabitants living in the area. This is being done right now. Since several years, in Drottninghög. But it's also being made in areas with higher social status. Like, for instance, [Swedish name], in the south of Helsingbörg. A housing community, wealthy people. Where we now also, are building flats. Just as we are, in Drottninghög, building townhouses. So that's a perspective from the municipalities to bring, bring, bring each suburb, a broader variation. To our right inhabitants. And in that way, we also become stronger in the social, social end levels that we have.

**○ making Drotnninghög a more viable place, a better place for kids**

**icon16:2**

**Content:**

this project Drottninghög was the socially weakest and socially most challenged and also the most deprived, sort of mentally deprived, or image wise deprived area in Helsingbörg. So it puts both actually the worst sort of neighbourhood, and also rumour-wise and in people’s minds and point of views, the most socially deprived. So for me I tried to think of it as making Drottninghög more liveable, viable, making it more, a better place for kids to grow up in, to even out the sort of differences and the injustices in the fact that what kind of a life you lead depends on where you were born. And that is, that’s kind of how I like to put it.

**○ Perhaps Drottninghog was the poorest and really needed to be rebuilt**

**icon9:5**

**Content:**

What was the reason to focus on Drottninghög as a development? Because I assume there are many areas in the city.

SP2: We have about seven or eight areas that we have to develop. Perhaps Drottninghög back in 2010, 2011 was the poorest area. And the houses in Drottninghög, they really needed to be rebuilt. So there was a lot... And it was a rather small area, it was... We thought that was a good area to start with.

**iconSEE - Vienna has had a stable socio-democratic political climate for almost 100 years (‘Red Vienna’)**

**4 Codes:**

**○ The people who are working there (at PSA) are also mainly part of the SPO, the Sociallist Party, so it is really reed. This is quite visible. But also in the Wien3420 there are. If it comes to planning and public facilities, they are thinking quite a lot at the needs of the inhabitants and the social mixture**

**icon23:10**

**Content:**

I think it’s depending. I mean, the PSA is the strong player for social sustainability, because it’s run by the City of Vienna. And people who are working there are also mainly part of the SPÖ, so the Socialist Party.

SP1: OK.

SP2: So it’s really red. [off topic remarks, 1:08:45]. So this is quite visible. But also in the Wien3420 there are, because there are different parts of working areas, like one is for planning and one is for selling, and one is for art, and one is for economic actors. And if it comes to planning and public facilities, they are thinking quite a lot at the needs of the inhabitants and the social mixture, which is also implemented by the masterplan to different infrastructures. Because you have this working, living, different infrastructures and how they, as I told you, give it to different actors like Wien Work. And also, there you have the MA 40, which is for social... I don’t know, for social things, which is located, the whole unit, inside the Seestadt. So you have a strong, you have strongly visible infrastructures of the city and social infrastructures. And also, now in the Nord you have the Volkshochschule, the WienXtra, it’s for children, it’s now open. And also the public library. So, you see that it’s a PPP project with neoliberal aspects, like for example it’s the opposite of social sustainability in the Seeparkquartier it was like, one person, the person who... buy the ground off HoHo, of this high-rise, wooden high-rise. He buy it for other fields, so he bought the ground by the Wien3420, which was originally owned by the city and Austria. And then he told it for sure with much...

SP1: Profit?

SP2: Profit to another developer. So you have this neoliberal city, also in the Seestadt, but you have also the socialised and social city aspects. I think it’s important to differentiate. Because some people say “Oh, Vienna is a neoliberal city”, but it’s not true. It’s a social city which is coupling with mechanisms of the neoliberal city, which also are inscribed in the space production. So, it’s circumstances which developed since the ‘90s or something strongly.

**○ Because of Red Vienna and Social Vienna, SPÖ, this red, social aspect is written in anywhere. It doesn't mean that it always has the same meaning, but it is a basic concept**

**icon23:11**

**Content:**

Yeah, it is a core concept of planning in Vienna, this is why. You have this four basements of planning, and one is social sustainability. So you can't win any contest, building contest in Seestadt, if there is no social sustainability. And even the smart city concept has social sustainability aspect in Vienna, which is unique. Because you have this technical discussion, but because of Red Vienna and Social Vienna, SPö, this red, social aspect is written in everywhere. It doesn't mean that it always has the same meaning, but it is a basic concept. So you can ask the people of the official planners of the city, what they think about what is the meaning, and they will maybe give you the definition of their institutions. This is also interesting maybe, in the documents.

**○ sometimes because we are a red social democratic city, people assume that we do that anyway, but that we really create strategies for it is rather recent**

**icon20:9**

**Content:**

However, I think that especially social sustainability is also rather a recent thing. I think that sometimes because we’re a red social democratic city, that people assume that we do that anyway, so that we really create strategies for it is rather recent. And especially the district managements that we had in the past in Vienna and the Gebietsbetreurung, those were urban planning companies, they didn’t have the social worker skills that we demand now. This actually just came with this period as far as I’m aware. So this is a five-year thing.

SP1: OK. So in the past it was more of a planning...

SP2: Yes, and you still see that it’s a lot of people who studied in technical fields, you have a lot of architects, you have a lot of urban planners, more than you might have social workers.

**○ this goal of doing affordable housing was so important for the City of Vienna and it is between all political parties in Vienna not to be discussed. the social democrates have always been in the lead since the last 100 years, so of course, it was the highest goal. That's always connected to the question of how we can build liveable new cities**

**icon25:13**

**Content:**

So, because this goal of doing affordable housing was so important for the City of Vienna and is between all parties, political parties in Vienna is... yeah, it’s not to be discussed. And of course, the social democrats were always in the lead since the last 100 years in Vienna, or at least after World War II, of course, it was the highest goal. So, that’s always connected to the question of how can we build liveable new cities and there might be some goals that are not that important, but under the umbrella of social housing, I think the question of neighbourhood had been always important and to not be neglected.

**iconSEE - Seestadt’s developers and planners believed that something like the Neighborhood Management was needed for the project to succeed**

**1 Codes:**

**○ It was clear from the beginning on that we need them**

**icon19:7**

**Content:**

has then the institutional form of Stadtteilmanagement been, has it been discussed in the beginning, like, was everyone very convinced of having such a team in this type of form in the location? Or what could have then been alternatives?

SP2: I don’t think so. It was clear from the beginning on that we need them, so it is, I think, it’s the second team of Stadtteilmanagement, so it’s clear that they are only inside for two or three years, and then the team changes. This is really... I think this is a good idea, to change the team after a while.

**iconSEE - The Neighborhood Management in Seestadt is seen as the communication channel between the developer’s agency and residents**

**2 Codes:**

**○ Our role as development agency is not to talk to the residents directly, our goal is to connect different stakeholders from planning, housing, developers, residential or industrial developers that are our customers**

**icon25:6**

**Content:**

There are always problems in something that is new and when many people come together. And we have to inform that we have to have this three-ring organisation, that we have to coordinate information from the different stakeholders, from the City of Vienna, from housing developers, and to keep the new residents informed, up to date. And to have this network, we were always very sure that our role as a development agency is not to talk to the residents directly. Our goal is to have here or to combine stakeholders in the field of planning, in the field of housing or developers, residential, but also some office developers or industrial developers that are our customers and we’re talking to them, but we aren’t in the role that we are talking directly to the new residents. Therefore, we need an organisation, and that was the other point of our intention and our main goal was to establish Stadtteilmanagement.

**○ the STM is there so that the development agency does not need to try to be aware of everything, the STM is there to see if there is a problem and if it is too big to solve, to bring it either to the development agency or to the municipality**

**icon17:14**

**Content:**

So the, then the Stadtteilmanagement really functions as the, like the eyes and the ears of the area and also as a communicator to the development agency, because I think that the development agency can not be aware of everything going on?

SP2: Yeah, they shouldn’t, that is why the Stadtteilmanagement is there, and if they see there’s a problem that might be too big for us to solve it, or then they bring it either to the development agency or to municipality or, because the parking story, for example, was a typical municipality-topic.

**iconSEE - The Neighborhood Management is generously funded (compared to other *Gebietsbetreuungen* in Vienna) as it receives funding from both the City of Vienna and the development agency**

**6 Codes:**

**○ Some years ago, maybe ten years ago, this model of urban renewal was transferred to new development areas. So, that's not that speical in comparison in Vienna, but they are bigger, have more money, have more people, so they can do more.**

**icon24:2**

**Content:**

Well, actually, it’s not unique. What is unique is that they have more resources than in other areas. In Vienna there’s a very old model of neighbourhood management which started in the historic city. It was about urban renewal in the beginning, in the ‘70s. And it exists until today. So there are, I think, five. Apart from Seestadt Aspern there are five teams in Vienna, and they are all responsible for several districts.

SP1: Gebietsbetreurung, is it?

SP2: Gebietsbetreurung, exactly. And some years ago, maybe ten years ago, something like that, this model of urban renewal was transferred to new development areas. So that model is not that old, but it exists not in all but in several urban development areas, especially in the big ones, of course. So, that’s not that special in comparison in Vienna, but they are bigger, they have more money, they have more people, so they can do more. That’s the difference. And they started quite early, that is also important. They started, I think, two years before the first apartments, before people moved into the first apartments.

SP1: So, with more resources you mean there is a full-time team available for...

SP2: Yes, yes.

SP1: ...facilitating the residents with moving in and making them settle. And then resources you mean the people and financial rescores.

SP2: Yes, other. Gebietsbetreurung also have a full-time team, but not related to only one development area. They usually are responsible for several areas, and therefore cannot, they do not have that much time for such a small space.

**○ And in Aspern Seestadt, it was pretty much clear because it was a strategic priority of the development agendcy that we have some type of a bigger team that has a little bit more fire power, more resources**

**icon29:7**

**Content:**

. And in Aspern Seestadt, it was pretty much clear because it was a strategic priority of the development agency that we have some type of a bigger team that has a little bit more fire power, more resources.

**○ Opportunity to set the ambition level high because the land was publicly owned and there were financial resources**

**icon24:9**

**Content:**

So then again maybe we come back to the quality-oriented development.

SP2: Yes. That was of course the case because this development agency existed and said “We want to have it like this and not just a city administration, which has their standard procedure and does it like every time before.”

SP1: Yeah. And maybe this was also a great opportunity for innovations and for, you know, at least putting the level very high, the ambition level high, because it was an opportunity of publicly owned land for which the financial resources were there as well. Because it was a brown... Greenfield being developed, so quite a... How to say it? I don’t know, beneficial.

SP2: Yeah. That was of course also an important aspect that the biggest part of this land was owned by the public, that is true, yes, of course.

**○ part of the revenues of the real estate agency is dedicated to finance infrastructure of public interests. That is also why the neighbourhood management is funded in a generous way, they have quite an OK budget**

**icon29:4**

**Content:**

the idea is that you have this development agency that is a public-private partnership, they of course do the contractual agreements there with different investors there, residential, commercial, real estate, but also public investors. And part of the revenues of the real estate agency, is dedicated, and ear-marked, to finance infrastructure of public interest. First and foremost technical infrastructure, but also other infrastructure projects. There are some funds there that give some flexibility in the development of the agency, and that is also why the neighbourhood management is funded in a generous way, they have quite an ok budget, so to speak, and that enables them to do stuff like maker-spaces, to provide people with land, or with facilities for temporary usage, for temporary projects, etcetera. And usually these projects are dedicated to social or cultural purposes as well

**○ They started very early and have more resources than other development areas in Vienna**

**icon24:1**

**Content:**

d what is also very important is the level or the quality of... how do you say it in English? ...? Stadtteilmanagement. The... I don’t know.

SP1: Neighbourhood management team?

SP2: Yeah, something like that, yes, exactly. Because they started very early and they have maybe... not maybe, I’m sure they have more resources than other development areas in Vienna, so that is also quite a high level.

SP1: Yes, exactly. That is also something that I’m specifically interested in, as I also saw it as something unique, at least in the international perspective. I didn’t know so much from the Netherlands that... yeah, so much researcher is available for professional team with such a function. And how unique do you think that it is for Viennese practices to have such a team in the development project?

SP2: Well, actually, it’s not unique. What is unique is that they have more resources than in other areas. In Vienna there’s a very old model of neighbourhood management which started in the historic city. It was about urban renewal in the beginning, in the ‘70s. And it exists until today. So there are, I think, five. Apart from Seestadt Aspern there are five teams in Vienna, and they are all responsible for several districts.

**○ We had a privileged situation there, because it was a big land reserve with two public sector land owners, so we did not have big transaction costs to make the land available**

**icon29:3**

**Content:**

We had a privileged situation there, because it was a big land reserve, the space there was formally used as an airfield, so that means you have two public sector land owners there. With private land ownership in the perifery, but not really relevant, so we did not have really big transaction costs to make the land available. More important implication is, that these public sector land owners, one at the communal level, and one at the federal level, they brought in their land and are now shareholders of the development agency and it is kind of a model of land value capturing, that means, due to the fact that we had public land ownership there, we had to make sure that this public land ownership is not the basis for 100% monetisation by private investors, for example. So they build something on that, and captured certain gains, and to make sure that the tax payer that is kind of owning the land there, is getting something back.

**iconSEE - Seestadt is located at a brownfield location in a pressing housing market, for which the value potential is high**

**1 Codes:**

**○ this is a completely new neighbourhood, so we will have a completely new community with no historical relation to each other, that is why it is very important to have a neighbouhood management from the beginnin g on**

**icon29:2**

**Content:**

And in Aspern Seestadt, the city said, 'oke, this is a completely new neighbourhood, so we will have a completely new community there with no historical relation to each other, and that is why it is very important to have a neighbourhood management from the beginning on, trying to support the people there, to become a community, to get some local cultural work ongoing.

**iconSEE - Seestadt is located in an isolated area of Vienna**

**2 Codes:**

**○ Because it was a former airfield, it was an unwritten area in the mental map of the city and the citizens, so our intention was to transform this early in the initiative program of placemaking into a neighbourhood development program**

**icon25:5**

**Content:**

And the other hand was our view from Wien3420. We had to make this new area that was very closed, it was a former airfield. Before it was called Seestadt and before there was a masterplan, before there were the houses, it was an unwritten area in the mental map of the city, of the citizens. So, it was hardly known and there was nothing. So, our decision as an urban development company was we have to bring this area into people’s minds. It has to get on the mental map of the Viennese people. So we initiated a cultural program, initial uses, we got many artists and festivals into this new area before there was any development, just in the early days of planning. And our intention was to transform this early in the initiative program of placemaking into a neighbourhood development program, so into something like Stadtteilmanagement. And then we both joined forces. We went to the City of Vienna and said “Our idea is to make this placemaking, to have here sustainable development in the neighbourhood from the beginning, because we know it’s very important for a new district.” And the City of Vienna also said “Yeah, we’re establishing this new instrument of Stadtteilmanagement.” And then we joined forces.

**○ Seestadt was an abandoned airfield that had really not much around. So one of the goals of this STM is of course to foster community building, Seestadt really focuses on work and living at the same time, , and really promotes Seestadt as a business area**

**icon20:3**

**Content:**

Seestadt is a bit different than let’s say Wien Nordbahnhof, this is another area that you might want to check out. Because there was really nothing around Seestadt, Seestadt was an abandoned airfield that had really not much around it. There was a 22nd district that kind of was organised like small towns that you could access via car. And that’s the structure of the area where Seestadt is located. So, one of the goals of this Stadtteilmanagement is of course to foster community building. This is not as unique as we do it in the other areas, but I think what Lucas would always tell you, or would also tell you, is that Seestadt really focuses on work and living at the same time. So other largescale projects that we have throughout the city are focused on living, but Seestadt will offer housing for 20,000 to 25,000 people as far as I’m aware, and also 20,000 to 25,000 workplaces. So Seestadt, the Stadtteilmanagement Seestadt focuses way more on the integration of work-life balance, for instance, of working with businesses and connecting them. And really promotes Seestadt as a business area.

SP1: I see, yeah.

SP2: Which was necessary, because other largescale projects in Vienna are located near train stations for instance, and it’s I guess far easier from an economic side to get businesses to move there.

**iconSEE - Seestadt is developed on land that is owned by the City of Vienna, for which non-monetary created money can be ‘captured’**

**4 Codes:**

**○ The PSa coordinates the project requirements of Wien3420 and the departments of the city; it includes the control and measures to avoid conflics and sustainable social and economic development processes**

**icon19:1**

**Content:**

the program was established in 2011 by the City of Vienna, and we coordinate the project requirements of the Wien3420 Aspern development AG and the departments of the city. This is the main topic we do. So, we have over, I think, 40 departments in the city we have to coordinate.

SP1: I see.

SP2: And in the social area the tasks of the PSA include the control and the measures to avoid conflicts and sustainable social and economic development processes. This is one of my topics.

SP1: Yes, I see.

SP2: And this overlaps with the topics of the Stadtteilmanagement of course.

**○ You can be flexible with the budget if you are the land owner as a development agency**

**icon17:4**

**Content:**

How was it possible to be so flexible in having the budget available immediately. As I have understood from my cases in the Netherlands, that is sometimes .. these processes can be really slow.

P: Yes, especially when you pretend to plan with children, or with adolescents. It is always a disaster, because it takes so long that they are not interested anymore when it is finished. You really have to be quick. We could do that because the development agency was owning the land. They did it on their land and on their risk. It was not: "oh we can not do this, we need to have fancy.. whatever". It was really rough but it was done. You can do that if you are the land owner.

**○ Opportunity to set the ambition level high because the land was publicly owned and there were financial resources**

**icon24:9**

**Content:**

So then again maybe we come back to the quality-oriented development.

SP2: Yes. That was of course the case because this development agency existed and said “We want to have it like this and not just a city administration, which has their standard procedure and does it like every time before.”

SP1: Yeah. And maybe this was also a great opportunity for innovations and for, you know, at least putting the level very high, the ambition level high, because it was an opportunity of publicly owned land for which the financial resources were there as well. Because it was a brown... Greenfield being developed, so quite a... How to say it? I don’t know, beneficial.

SP2: Yeah. That was of course also an important aspect that the biggest part of this land was owned by the public, that is true, yes, of course.

**○ We as land owner and development agency, of course we are interested that this project works out. Not only on a business scale, because this is already set, we are transofmrint a former speciaul use land and the worth is sky rocketing. But it is about community, it can be an additional business centre, in the end it should be a new place of Vienna**

**icon28:1**

**Content:**

So we as a land owner and development agency, of course we are interested that this project works out. Not only on a business scale, because this is already set, we are transforming a former special use land and the worth is sky rocketing. It is about community, about being crowded city parts, that can be an additional business centre that can be an additional district centre, and disattached to the neighbourhood, although there are the single family houses, and so on. So in the end, it should be a place, a new place of Vienna.

**iconSEE - Seestadt has a large scale and a lot of political commitment**

**3 Codes:**

**○ Wien3420 is protecting the value of the label of Seestadt, and they do everything for it. Because there is an outside perception of the Seestadt by people who have never been there, in 2015, as a future ghetto just because I think it's a satellite city**

**icon23:9**

**Content:**

Because the PPP projects approach leads to that the Wien3420 is saving the marketing of the Seestadt and the value of it. And they fear if there comes in the kebab to the Seestadt, the value is sinking. Because the images I carried out through the media and social media analyses and qualitative interviews is that there is an outside perception of the Seestadt by people who never have been there. And because of their perception of new areas, urban area, in 2015 as a ghetto, as a future ghetto just because I think it’s a satellite city. They’ve never visited Seestadt, but it’s like... yeah. So, this is something one perception, they don’t want [to stretch? 56:19]. So there it’s quite clean in the Seestadt. If something is broken, they will repair it immediately. And the design is on a high level, so that value of the – I don’t know in English, market – the value of the marketing of the Seestadt... But it’s another name, it’s not marketing, it’s...

SP1: Imaging?

SP2: No. I just need to... I’m sorry.

SP1: No problem.

SP2: Like Benetton is a label, the value of the label.

SP1: Label?

SP2: Label, like Apple is a label.

SP1: Ah, label, yeah, yeah, of course.

SP2: Then it’s right. So they want to save the value of the label. So they do everything for it. So, if there is a negative press report, they analyse it and they think about which strategy they find so that the label is saved. And this is for everything they are doing. This is the difference to, I would say, a public management department, who is thinking how they can serve for people who need it because of economic aspects or to be more integrative, all these things. But this is more a market logic.

**○ We as land owner and development agency, of course we are interested that this project works out. Not only on a business scale, because this is already set, we are transofmrint a former speciaul use land and the worth is sky rocketing. But it is about community, it can be an additional business centre, in the end it should be a new place of Vienna**

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**○ Because it is a big project and has a lot of media attention, developers will not just hand over the keys and don't care about what people are doing there**

**icon29:10**

**Content:**

Because if one competence ends with handing over the keys, and the developer just doesn't care what the people are doing in the aftermath, then that could be a problem. And that is of course something that is more relevant in projects that are not priviliged of having so much attention, where everybody is watching 'oh how is Seestadt going', because you had a lot of media attention there. Usually if you have smaller projects, as you said, they start up ambitiously, and after the buildings are developed, nobody cares anymore because this scrutiny is all of a sudden gone. And that is not the case in Seestadt, that is not representative for the average project.

**iconSEE - The social department (MA25) of the City of Vienna has the capacity to commission, coordinate and evaluate *Gebietsbetreuungen Stadterneuerung***

**4 Codes:**

**○ STM are private offices that sign a contract with the city for three years and can be extended up to six years.**

**icon20:1**

**Content:**

So these district managements are private offices that sign a contract with us for three years and can be extended up to six years. And they submit projects at the beginning of the year that we fund.

**○ We have a very dense coordination platform between two people, myself and Jacog from the City of Vienna from 3420, and we are meeting regularly with the team members of Stadtteilmanagement and there are also many other working platforms with different colleagues from myself**

**icon25:7**

**Content:**

We are discussing very intensive the annual program for next year. So, in autumn they are writing the program for the next year. And this is very long discussed, it goes a few months until the program for the next year stands. And so, the main topics and the main elements and how the money is used, they are getting into different projects... It should be fixed in the beginning of the year. And then we have a very dense coordination platform between two people, myself and Jacob from the City of Vienna from 3420 as the other part. And we are meeting regularly with the team members of Stadtteilmanagement and there are also many other working platforms with different colleagues from myself. So, there is an own group dealing with communications, and Jacob and I are trying to get the overall view and the main strategy, strategic questions for Stadtteilmanagement.

**○ There were two competitions. There was one competition for the first six years, and right now we are in the second period, that's also three years for fixed, and three years to enlarge it for another year**

**icon25:9**

**Content:**

There were two competitions. There was one competition for the first six years, and right now we are in the second period, that’s also three years for fixed, and three times to enlarge it for another year.

**○ Every year in November STM has to submit a program of what they want to do in the following year, and we discuss every project and give them feedback. There are regularly meetings to discuss the progress, and there are quarterly and yearly reports where we can see how the project stands and where they can reflect on how well they think their projects went**

**icon20:5**

**Content:**

One of the biggest constraints, I think, to the flexibility is of course that they have a contract. So, what kind of qualifications are needed is determined by the contract, and we can think about that once every six years. Regarding the focus of the work that they do, I think there’s a higher flexibility, so there’s constant exchange between us and the consortium. We have tools of communication, so every year in, I think November, they have to submit a program of what they want to do the follow year.

SP1: OK.

SP2: And then we discuss it in a meeting that takes up to there or four hours every year, we discuss every project that they want to do. We give them feedback and sometimes we say that, like we... Sometimes we’re fine with a project, sometimes we’re not fine. That can also happen, and then there’s of course, no funding for it and they have to think of something else, if it conflicts with our strategies.

SP1: Yes, OK.

SP2: There are regular jour fixe that we do, Lucas and I, in Seestadt in particular.

SP1: What is it exactly?

SP2: A jour fixe, a regular meeting where we discuss the progress of projects. We do that every six to eight weeks. Six weeks would be better. And then of course there are regular phone calls, in case something comes up we are typically informed.

SP1: Right. And that yearly program, presentation, is that related to the initiative that the Stadtteilmanagement has to provide a budget for very local citizen initiatives in which the residents can apply for small budgets to realise their idea? Because I understood that is also something that is done yearly, on a yearly base, and people can apply, and then it’s approved or not. Is that also related to then that they have to come back to you and...

SP2: I forgot one part of the answer before. There are also quarterly and one yearly report that they have to submit, where we can see where the project stands, and also where they reflect on how well they think their projects went. This is kind of an evaluative part.

**iconSEE - The Neighborhood Management is seen as one of the operational strategies for social sustainability in Seestadt**

**3 Codes:**

**○ social sustainability as one of the project responsibilities in Wien3420 and operationalised through the stadtteilmanagement**

**icon25:1**

**Content:**

I was called then in 2013 to join the company, and since then I’m there in the planning team and my responsibilities are project management for sustainability, environmental impact assessment, social sustainability, so Stadtteilmanagement, mobility and district development. So just like also coordinating function between different people here in 3420 and at Stadt Wien.

**○ One of the aims of Seesetadt was to be very cooperatives, and the Stadtteilmangement helps with that, of course. Communication is the main topic. One way is through the Regional forum**

**icon19:5**

**Content:**

what was, in your perception, the goal of having a Stadtteilmanagement team there?

SP2: You need the people directly when the new Seestadt comes. It’s part of their job to invite people just from the beginning, to make guided tours to the Seestadt. Nowadays we have about 10,000 inhabitants, so it’s really a little city now. You saw it. And it’s a lot to declare and to...

SP1: Why is it important to have such a team welcoming inhabitants and to say, inform them or communicate with them, instead of you can also decide to just give people the keys and let them self-organise.

SP2: One of the aims of the Seestadt is that we try in all the projects to be very cooperative, to start projects where, for example, the schools, the kindergartens and other also, entrepreneurs, take part. So we, from the beginning, we tried to have the aim that each project we run there, that the spirit is cooperative. And there the Stadtteilmanagement is ... [unintelligible, 23:08] and that helps, of course. So, we have, communication is the main topic. We have different formats, for example... What did I note? We have the Regionalforum, it’s one of the communication forms we have. In the Regionalforum you get an overview what the next important development steps, for example, or also information about statistical data. Also, we speak about problems as vandalism or graffiti. It’s a network with the other institutions, with the police, with the school and kindergarten administration. So there meet 40 people and the Stadtteilmanagement runs in. Another format is for example the...

SP1: I’m sorry, that example that you gave, is that the Regionalforum?

SP2: Regionalforum, it’s called the Regionalforum.

SP1: Yes. So that is a regular event or meeting in which the different...

SP2: It’s a meeting I think of four, five times a year.

SP1: OK. In which the different stakeholders can come together and...

SP2: Yeah. Also, the police and others. So, another format is the networking meeting for the social sustainability in the Seebogen district, it’s the newest district. So, this is extra. There is a children and youth forum I take part in, and also, I mentioned the networking with the assisted living units. I told you we meet the managers onsite.

SP1: OK. Yes.

SP2: And also, the network for the entrepreneurs in the Seestadt. These are the five formats I take part in.

**○ And in Aspern Seestadt, it was pretty much clear because it was a strategic priority of the development agendcy that we have some type of a bigger team that has a little bit more fire power, more resources**

**icon29:7**

**Content:**

. And in Aspern Seestadt, it was pretty much clear because it was a strategic priority of the development agency that we have some type of a bigger team that has a little bit more fire power, more resources.

**iconSEE - Selecting participants of Neighborhood Management through a public competition is common in Vienna**

**6 Codes:**

**○ There were two competitions. There was one competition for the first six years, and right now we are in the second period, that's also three years for fixed, and three years to enlarge it for another year**

**icon25:9**

**Content:**

There were two competitions. There was one competition for the first six years, and right now we are in the second period, that’s also three years for fixed, and three times to enlarge it for another year.

**○ Because of Red Vienna and Social Vienna, SPÖ, this red, social aspect is written in anywhere. It doesn't mean that it always has the same meaning, but it is a basic concept**

**icon23:11**

**Content:**

Yeah, it is a core concept of planning in Vienna, this is why. You have this four basements of planning, and one is social sustainability. So you can't win any contest, building contest in Seestadt, if there is no social sustainability. And even the smart city concept has social sustainability aspect in Vienna, which is unique. Because you have this technical discussion, but because of Red Vienna and Social Vienna, SPö, this red, social aspect is written in everywhere. It doesn't mean that it always has the same meaning, but it is a basic concept. So you can ask the people of the official planners of the city, what they think about what is the meaning, and they will maybe give you the definition of their institutions. This is also interesting maybe, in the documents.

**○ In the model of Bautragerwettbewerb, social sustainability is one of the four pillars, but that is only the subsidised housing**

**icon24:10**

**Content:**

. One is, as you mentioned, that there is this model of Bauträgerwettbewerb, of developers’ competition in Vienna which is specifically used in the field of subsidised housing, not everywhere else of course, anywhere else. And there social sustainability is a central goal, one of the four pillars, as you mentioned. But that is only the case of subsidised housing. And therefore, in urban development it is different. Of course, it is a policy goal there, but it’s much more difficult to get it done because they don’t have this tool of the developers’ competition, they don’t have this leverage. They cannot force market-oriented actors to do it. Only in a very limited sense. So that is the reason why the question of land ownership in Aspern is that important, that it was public ownership mostly, because when they sell these plots, they can fix certain aspects in these contracts. If you don’t own the land your influence is much smaller, of course. So that is an important aspect. Therefore, I would say that social sustainability is, of course, an important policy goal in urban development, but it is really hard to make actors actually do it. Apart from subsidised housing and from limited profit developers, this is a sector that exists in Austria, and especially in Vienna, and it’s very important. And they of course also have this policy goal by law, so they have to use it, but all the others not, of course.

**○ Most of the participants in these developer's competitions are limited profit developers, a specific sector in Austria, Wohnungsgemeinnützigkeit, and then by law, they have goals that are cdompatible with social sustainability**

**icon24:11**

**Content:**

And the other aspect is that most of the participants in these developers’ competitions are so-called limited profit developers. This is a specific sector in Austria, Wohnungsgemeinnützigkeit, and they by law, they have goals that are compatible with social sustainability. So it’s not only written down in these four pillars, in the competition, but it’s also a basis for their existence. They are not mainly market oriented, but they are mainly social sustainability oriented.

**○ In Austria there are big non-profit housing companies of which 40 of them are famous in Vienna and they have a certain know-how on how to make it possible to rent out apartments for 7 to 9 m2 rent, thi is quite a close group. There are always the same 40-50 companies applying to this competitions**

**icon28:2**

**Content:**

in Austria there are 100 or more... 50 big non-profit housing companies, of which 40 of them are famous in Vienna, and they have a certain know-how on how to make it possible to rent out these apartments for 7 to 9 m2 rent. For foreign housing developers, this is not really possible. So the know-how have more or less domestic developers. They have a certain know-how on how to make it possible to rent out these apartments for 7 to 9 euro m2 rent, and for foreign non-profit housing developers, this is not really possible. This is why foreign investment is hard to invest in the social housing market in Vienna. This is a quite close group

**○ STM has a little budget for ideas coming from the people, through a competition.**

**icon17:13**

**Content:**

There is also a little budget for ideas that are coming from the people, so if they have an idea to implement something, there’s, sometimes there is like a competition, you can bring in your ideas and the best one gets money to really implement it. And management team has regular meetings, not only with the development agency but also with the people who are caring for the young people, Jugendbetreuung. And from the directors of the school, and from the local police. Because in the beginning it was clear that there were some problems with violence in houses, so home violence. Not just here, it’s in every area, but then we talked to the police and tried to find out, is there anything you could do and offer? Or the p-, or is there a reason, when we change something, it’s better, I don’t know? So this kind of accounting is always happening.

**iconSEE - Seestadt is seen by its planners and developers as an urban laboratory for innovation and learning**

**5 Codes:**

**○ Aspern Seestadt has always been interpreted as kind of an urban laboratory for the smart city strategy, and that is why we have I think more innovative projects, more initiatives there in comparison with the city-wide average**

**icon29:1**

**Content:**

And Aspern Seestadt is a good example for it because Aspern Seestadt per se has always been interpreted as kind of an urban laboratory for the smart city strategy, and that is why we have I think more innovative projects, more initiatives there in comparison with the city-wide average. That is something that you need to be aware of, that the Seestadt project, of course, there is a lot of prestige, there is a lot of political investment, political commitment in the project, and that is why you find some things there that are not implemented at a full city-wide scale.

**○ They helped in learning from the first steps of the development, we had three phases and a fourth is coming, and in every phase, there was some kind of evaluation**

**icon24:4**

**Content:**

So in the beginning it was much about giving information about housing, how to get an apartment, how the Seestadt works, etc. And later on, it was much more about problem solving, building up neighbourhoods, etc. That is, of course, a big change. And another important thing is that they helped in learning from the first steps of the development. For example, what went wrong in the first phase and what could be done better later on. So these experiences were also basis for changes in the development processes of the professional stakeholders later on, especially the development agency, who is one of the... How do you say that? The Auftraggeber.

SP1: Commissioners?

SP2: Yes, exactly.

SP1: Sometimes the German words are very similar to the Dutch words.

SP2: Yes, that’s true, yeah. Yeah, more or less the customers, you could say, the commissioners, of course, yeah. So that is an important change, I would say. That is also a very specific aspects of the development in Aspern, that it is such a big project that is realised about such a long period of time that it is possible to learn from one step after the other. So, we had three phases now and there’s a fourth coming. And in every phase, there was some kind of evaluation, what worked out in the phase before and what not, and how should we change. And it’s not only a question of evaluation, of learning from problems or learning from what happened before, but also that the international discourse on urban planning, on sustainability in urban areas, etc., of course improved during this time, and in later phases they could integrate things that hadn’t been a topic in the phases before, of course. So that’s very specific, it becomes better and better from phase to phase, which is not the case in smaller development areas, and which is also not in the same sense the case from one development area to the next in Vienna. Of course, there are learnings, but not in that structured sense, like in Aspern.

**○ It has to do with the self-recognition as innovative actors. Therefore they said "We have to do that [integrate baugemeinschaft] because we are innovative and not because someone asked us to do it". Because in other development areas in Vienna there was not such an actor**

**icon24:7**

**Content:**

And it has to do with the self-recognition as innovative actors. Therefore, they said “We have to do that, because we are innovative and not because someone asked us to do it.” Because in other development areas in Vienna there was not such an actor, but it was apolitical topic maybe that people living there said “We want such a project there”, and therefore someone did it, more or less freiwillig.

SP1: Yeah.

SP2: Voluntarily. But in Aspern it was part of the concept, that’s a big difference.

SP1: Yes. And where did that recognition come from? That support on new innovative forms of building.

SP2: Well, because Seestadt Aspern from the beginning understood itself as being an innovative and new kind of urban development, it wanted to do things better than usually at that time in Vienna. And there was a list of topics at that time that were discussed in urban development in the discipline that were important ... [unintelligible, 41:04] innovative in fields like quality of urban space, mixed use, mobility, and also Baugemeinschaft, therefore it was on the list, so that was the reason.

SP1: OK.

SP2: And of course, there were also politicians who helped in doing it and things like... But that’s not the central topic, I would say.

SP1: So it was... yeah, OK, partly political, in a city level supported, but also widely discussed in wider urban discourse.

SP2: Yes, exactly.

SP1: And that had maybe provoked more, it had put it on the agenda and fit it in the project.

SP2: Yes.

SP1: OK.

SP2: Because when the development started there, there was a group of stakeholders that travelled through Europe and visited several cities and looked at the most important developments at that time. They went to Stockholm, to Rotterdam, Hamburg, Tübingen, etc., several cities, and looked at what are the most innovative and best working aspects of this development. And that was one of them.

**○ The development agency is very quality oriented**

**icon24:5**

**Content:**

And it is very much quality oriented. I’m not quite sure why it is the case much more than in many other... Because usually public private partnership is not very much connected to higher quality, not always at least. So, those are often very problematic projects and, in this case, it really worked out and works really good, I would say. I’m not quite sure what the reason is for that, but it happened. So there’s a continuum of development and of thinking about learnings, which can only happen this way because this kind of development agency exists, because in most development areas in Vienna, we do not have an agency like this. There’s the City of Vienna, the administration, which does planning, etc, housing, and private companies, but there’s not a quality-oriented actor for a long time, like in Aspern, usually.

SP1: Yes, I see. Do you think that it could be some kind of a coincidence or luck or just maybe a combination of all kinds of factors?

SP2: Yeah, sure, luck has to do with it, I would say yes. But I’m sure it’s not only luck. So there must be some specific aspects in it that led to this kind of institution and I’m not quite sure what these aspects are.

**○ The thing is that Aspern understood itself as doing things differently and being innovative and not only discuss, but also do the things that are discussed. That is not the case in every development area, of course**

**icon24:8**

**Content:**

the thing is that Aspern understood itself as doing things differently and being innovative and not only discuss, but also do the things that are discussed. That is not the case in every development area, of course.

**iconSEE - Social sustainability is a basic concept in Viennese urban planning, e.g., it is one of the four criteria of housing competitions**

**3 Codes:**

**○ Because of Red Vienna and Social Vienna, SPÖ, this red, social aspect is written in anywhere. It doesn't mean that it always has the same meaning, but it is a basic concept**

**icon23:11**

**Content:**

Yeah, it is a core concept of planning in Vienna, this is why. You have this four basements of planning, and one is social sustainability. So you can't win any contest, building contest in Seestadt, if there is no social sustainability. And even the smart city concept has social sustainability aspect in Vienna, which is unique. Because you have this technical discussion, but because of Red Vienna and Social Vienna, SPö, this red, social aspect is written in everywhere. It doesn't mean that it always has the same meaning, but it is a basic concept. So you can ask the people of the official planners of the city, what they think about what is the meaning, and they will maybe give you the definition of their institutions. This is also interesting maybe, in the documents.

**○ In the model of Bautragerwettbewerb, social sustainability is one of the four pillars, but that is only the subsidised housing**

**icon24:10**

**Content:**

. One is, as you mentioned, that there is this model of Bauträgerwettbewerb, of developers’ competition in Vienna which is specifically used in the field of subsidised housing, not everywhere else of course, anywhere else. And there social sustainability is a central goal, one of the four pillars, as you mentioned. But that is only the case of subsidised housing. And therefore, in urban development it is different. Of course, it is a policy goal there, but it’s much more difficult to get it done because they don’t have this tool of the developers’ competition, they don’t have this leverage. They cannot force market-oriented actors to do it. Only in a very limited sense. So that is the reason why the question of land ownership in Aspern is that important, that it was public ownership mostly, because when they sell these plots, they can fix certain aspects in these contracts. If you don’t own the land your influence is much smaller, of course. So that is an important aspect. Therefore, I would say that social sustainability is, of course, an important policy goal in urban development, but it is really hard to make actors actually do it. Apart from subsidised housing and from limited profit developers, this is a sector that exists in Austria, and especially in Vienna, and it’s very important. And they of course also have this policy goal by law, so they have to use it, but all the others not, of course.

**○ this goal of doing affordable housing was so important for the City of Vienna and it is between all political parties in Vienna not to be discussed. the social democrates have always been in the lead since the last 100 years, so of course, it was the highest goal. That's always connected to the question of how we can build liveable new cities**

**icon25:13**

**Content:**

So, because this goal of doing affordable housing was so important for the City of Vienna and is between all parties, political parties in Vienna is... yeah, it’s not to be discussed. And of course, the social democrats were always in the lead since the last 100 years in Vienna, or at least after World War II, of course, it was the highest goal. So, that’s always connected to the question of how can we build liveable new cities and there might be some goals that are not that important, but under the umbrella of social housing, I think the question of neighbourhood had been always important and to not be neglected.

**iconSEE - Vienna’s socio-democratic tradition is understood as that ‘the state needs to take care of the residents’ and not leave it to the market or residents themselves**

**5 Codes:**

**○ I think it is just a Viennese approach to have that process of people moving in of a neighbourhood building accompanied with district management early on.**

**icon20:2**

**Content:**

It’s just, I think, a Viennese approach to have that process of people moving in, of neighbourhood building accompanied with district management early on. I think this is quite a unique approach. I know several other approaches throughout Europe, I guess, that have a different focus. In Germany you sometimes have – according to my knowledge – sometimes have a focus on social problems in Berlin that deal a lot with immigration issues, for instance. This is not the focus in these urban areas that we work in in the district management. There is a project called [Mendi/Mandy (sp) 05:14], I think. It was an international project. I think they had projects in the Netherlands, in the UK I know, I think even in France, in Germany, where they would locate the district managements actually outside the new areas because of economic reasons. They were afraid of degrowth, they were afraid that companies and businesses would resettle to the new areas. We went a different approach.

**○ I think that in Vienna and in the Austrian context you need this enabler from the beginning, you need someone who takes the initiatives, and they don't come bottom-up but I think they come top-down at the Stadtteilmanagement**

**icon25:11**

**Content:**

But I think that in Vienna and in the Austrian context you need this enabler from the beginning. You need someone who takes the initiatives, and they don’t come bottom-up but I think they come top-down at the Stadtteilmanagement. So, my question is... Suppose we will have a Stadtteilmanagement until construction of Seestadt is finished and the project is done. It will be, I don’t know, ten years, fifteen years, maybe. So I think so long we will have Stadtteilmanagement. But the question is what comes after that. And my hope would be to work in the next ten to fifteen years to have these self-organised forms of neighbourhood management. And the question is a little bit can... I think they will need money, also after that then where will this money come from? Wien3420, the development agency will be gone when the project is finished, we won’t exist anymore. But what will the City of Vienna do? I think that’s a topic we will have to work in the next years. So what’s the future of Stadtteilmanagement after this construction phase is done?

**○ The private initiative additionally to the social structures of the state are good, but having just them is too little. Then it would be left to the inhabitants on their own. Then it is not socially sustainable, from I would say an Austrian perspecitve, because it is normal that the state and the municipality has to play an important role**

**icon23:12**

**Content:**

Exactly, because the private initiative additionally to the social structures of the state are good, but just them is too less. Then it is left on the inhabitants on their own. Then it is not socially sustainable, from I would say an Austrian perspective, because it is normal that the state and the municipality has to play an important role. But I don't know how it is in the Netherlands, I guess, there you also have strong social institutions?

**○ Vienna has this tradition, we had the emperor, so it was all very centralised. And then we have this tradition in Vienna of sociodemocratic politica that also was very - how should I say it? - caring, protective. We do it for the people, they don't have to care themselves because they're workers, they don't have the time, but we, as a municipality, as a community, are dealing for themselves**

**icon25:10**

**Content:**

SP2: I’m not an expert in this, but I think that is a cultural matter. You know, Vienna has this tradition, or when you look very long back into history, we had the emperor, so it was all, everything very centralised. And the restriction for being self-organised was very high. The restriction for free speech or so, this was going back very, very late at the emperor time. And then we have this tradition in Vienna of social democratic politics that also was very – how should I say it? – caring, so protective. We do it for the people. They don’t have to care themselves because they’re workers, they don’t have the time, but we, as a municipality, as a community, are dealing for themselves. In Austria, and especially Vienna, self-organised structures are not that traditional compared to Scandinavian countries. But that’s my opinion, I can’t prove it, but I would say that’s one reason for it.

**○ We had this protective caring form of politics, also urban development was very protective and in a partnalistic way the politicians said: "We know exactly what's good for you" And I think that changed in the last twenty years a lot. Seestzadt was the first project that was carried out with forms of asking people and involving them into the planning process**

**icon25:12**

**Content:**

This was in 2004, I think, so it’s also many, many years ago. And participation was then very new in Vienna. So, as I said before, we had this protective caring form of politics, also urban development and city development that was very protective and in a paternalistic way the politicians said, “We know exactly what’s good for you.” And I think that changed in the last twenty years a lot. And Seestadt was the first project that was carried out that way, with these forms of asking people, involving people into the planning process. That wasn’t done before, but it was done after Seestadt in many other different development projects, of course.

**iconSEE - The Neighborhood Management acts according to a task description that it agreed on with its commissioners**

**1 Codes:**

**○ Every year in November STM has to submit a program of what they want to do in the following year, and we discuss every project and give them feedback. There are regularly meetings to discuss the progress, and there are quarterly and yearly reports where we can see how the project stands and where they can reflect on how well they think their projects went**

**icon20:5**

**Content:**

One of the biggest constraints, I think, to the flexibility is of course that they have a contract. So, what kind of qualifications are needed is determined by the contract, and we can think about that once every six years. Regarding the focus of the work that they do, I think there’s a higher flexibility, so there’s constant exchange between us and the consortium. We have tools of communication, so every year in, I think November, they have to submit a program of what they want to do the follow year.

SP1: OK.

SP2: And then we discuss it in a meeting that takes up to there or four hours every year, we discuss every project that they want to do. We give them feedback and sometimes we say that, like we... Sometimes we’re fine with a project, sometimes we’re not fine. That can also happen, and then there’s of course, no funding for it and they have to think of something else, if it conflicts with our strategies.

SP1: Yes, OK.

SP2: There are regular jour fixe that we do, Lucas and I, in Seestadt in particular.

SP1: What is it exactly?

SP2: A jour fixe, a regular meeting where we discuss the progress of projects. We do that every six to eight weeks. Six weeks would be better. And then of course there are regular phone calls, in case something comes up we are typically informed.

SP1: Right. And that yearly program, presentation, is that related to the initiative that the Stadtteilmanagement has to provide a budget for very local citizen initiatives in which the residents can apply for small budgets to realise their idea? Because I understood that is also something that is done yearly, on a yearly base, and people can apply, and then it’s approved or not. Is that also related to then that they have to come back to you and...

SP2: I forgot one part of the answer before. There are also quarterly and one yearly report that they have to submit, where we can see where the project stands, and also where they reflect on how well they think their projects went. This is kind of an evaluative part.

**iconSEE - Vienna has a tradition of already-existing *Gebietsbetreuungen Stadterneuerung***

**5 Codes:**

**○ Some years ago, maybe ten years ago, this model of urban renewal was transferred to new development areas. So, that's not that speical in comparison in Vienna, but they are bigger, have more money, have more people, so they can do more.**

**icon24:2**

**Content:**

Well, actually, it’s not unique. What is unique is that they have more resources than in other areas. In Vienna there’s a very old model of neighbourhood management which started in the historic city. It was about urban renewal in the beginning, in the ‘70s. And it exists until today. So there are, I think, five. Apart from Seestadt Aspern there are five teams in Vienna, and they are all responsible for several districts.

SP1: Gebietsbetreurung, is it?

SP2: Gebietsbetreurung, exactly. And some years ago, maybe ten years ago, something like that, this model of urban renewal was transferred to new development areas. So that model is not that old, but it exists not in all but in several urban development areas, especially in the big ones, of course. So, that’s not that special in comparison in Vienna, but they are bigger, they have more money, they have more people, so they can do more. That’s the difference. And they started quite early, that is also important. They started, I think, two years before the first apartments, before people moved into the first apartments.

SP1: So, with more resources you mean there is a full-time team available for...

SP2: Yes, yes.

SP1: ...facilitating the residents with moving in and making them settle. And then resources you mean the people and financial rescores.

SP2: Yes, other. Gebietsbetreurung also have a full-time team, but not related to only one development area. They usually are responsible for several areas, and therefore cannot, they do not have that much time for such a small space.

**○ I think it is just a Viennese approach to have that process of people moving in of a neighbourhood building accompanied with district management early on.**

**icon20:2**

**Content:**

It’s just, I think, a Viennese approach to have that process of people moving in, of neighbourhood building accompanied with district management early on. I think this is quite a unique approach. I know several other approaches throughout Europe, I guess, that have a different focus. In Germany you sometimes have – according to my knowledge – sometimes have a focus on social problems in Berlin that deal a lot with immigration issues, for instance. This is not the focus in these urban areas that we work in in the district management. There is a project called [Mendi/Mandy (sp) 05:14], I think. It was an international project. I think they had projects in the Netherlands, in the UK I know, I think even in France, in Germany, where they would locate the district managements actually outside the new areas because of economic reasons. They were afraid of degrowth, they were afraid that companies and businesses would resettle to the new areas. We went a different approach.

**○ Normal in Vienna is the Gebietsbetreurung, the local management office of the city's spatial planning, normally available for three districts, but this one specifically focus on a team with just 8000 inhabitants**

**icon23:2**

**Content:**

But now they are working more with social workers, which is the normal thing if it goes to community needs. At the beginning it wasn’t, it hadn’t this focus so strong. It was more to start initiatives, to connect to people and all of these things. And the strange thing or the interesting thing of the Stadtteilmanagement is also they have people for art in the neighbourhood, for entrepreneurs in the neighbourhood, for community work, social workers now. So they are quite different areas. And in Vienna it’s normally like, you have one office, but it’s not called Stadtteilmanagement, it’s called Gebietsbetreurung. It’s the local management office of the spatial planning of the city, somehow. And it’s available for normally three districts in Vienna. So, you know, not comparable. So this is a really special focus that you have a team just for 8,000 inhabitants, you don’t have such a thing normall

**○ The City of Vienna has the tradition of Gebietsbetreurung, and some years ago it was clear that with this very new and large and new urban development areas in Vienna, .... the city took the decision that this Gebietsbetreurung should also be extended into new areas.**

**icon25:4**

**Content:**

Do you remember how that initial decision was made to have something like a Stadtteilmanagement?

SP2: Yeah, the City of Vienna has the tradition of Gebietsbetreurung. So, in all the districts that are getting refurnished or have some technical or social problems in housing, this has been a very successful program in Vienna for urban renewal in the last decades. And yeah, some years ago it was clear that with this very new and large and new urban development areas in Vienna – Seestadt isn’t alone, there are many different other development areas, as you might know – the City of Vienna said or took the decision that this Gebietsbetreurung should also be extended into new areas. And they’re called Stadtteilmanagement and Seestadt is very unique that Stadtteilmanagement is only focused onto a new area of Seestadt. In other areas of Vienna, the Stadtteilmanagements are always embedded into a larger Gebietsbetreurung for the whole district or many districts. So, Seestadt is very unique that we have this alone for Seestadt and it isn’t embedded into a larger area.

SP1: Yes.

SP2: That was the one point from the city. So, the decision to begin here with a neighbourhood development form the beginning and not to start when there are problems, but to start before there might be problems in new areas.

**○ What we have in Vienna is gebietsbetreurungen, smaller teams that are supposed to accompany people who move to new areas etcetera**

**icon29:6**

**Content:**

What we have in Vienna is gebietsbetreurungen, is what you mentioned, is smaller teams that are supposed to accompany people who move to new areas, etcetera.