



CHALMERS
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Addressing the challenges of developing a socially sustainable urban district

A case study of Frihamnen

Master's Thesis in the Master's Programmes Design and Construction Project Management and Industrial Ecology

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Department of Architecture and Civil Engineering
Division of Construction Management
CHALMERS UNIVERSITY OF TECHNOLOGY
Master's Thesis BOMX02-17-63
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Cover:
View of the Frihamnen district in Gothenburg (Svensson, 2013)
Department of Architecture and Civil Engineering
Göteborg, Sweden, 2017

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ABSTRACT

Due to growing segregation and inequalities in Gothenburg, issues concerning social sustainability have gotten increased focus in the ongoing urban development project RiverCity Gothenburg. The Frihamnen district is part of the project and some of the main objectives for the district is to create a diverse area, accessible for everyone, with socially mixed housing and a variation in activities and business.

The purpose of this master thesis is to address the important aspects to consider when working with social sustainability in large urban development projects. The study is a qualitative study with an abductive approach with the Frihamnen project as the case study. A set of ten interviews and one observation constitute the results of the study. The results were thereafter discussed in relation to the developed theoretical framework.

The identified challenges and hence important aspects to consider when incorporating social sustainability in urban development projects were concluded to be a collective development of the area, having predefined demands, managing the different actors to collaborate, having a supportive municipal organization and creating defined and measurable targets.

Key words: Social sustainability, urban development, challenges, wicked problem, interorganizational collaboration, project based organization, power.

Addressering av utmaningarna vid utveckling av en socialt hållbar stadsdel
En fallstudie av Frihamnen

Examensarbete inom Masterprogrammets Design and Construction Project
Management and Industrial Ecology och Industrial Ecology

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SAMMANFATTNING

På grund av ökad segregation och ojämlikheter i Göteborg, har frågor rörande social hållbarhet fått ökat fokus i det pågående stadsutvecklingsprojektet Älvstaden. Frihamnen är en av de inkluderade stadsdelarna och några av huvudmålen för området är att skapa en blandstad, tillgänglig för alla, med socialt blandat boende och en variation av aktiviteter och affärer.

Syftet med detta mastersarbete är att adressera viktiga aspekter att ta hänsyn till vid införlivande av social hållbarhet i stora stadsutvecklingsprojekt. Studien är en kvalitativ studie med ett abduktivt tillvägagångssätt med Frihamnen projektet som fallstudie. Tio intervjuer och en observation utgör resultatet i studien. Resultatet diskuterades därefter i förhållande till det teoretiska ramverket.

Identifierade utmaningar, och därmed viktiga synvinklar att tänka på vid integration av social hållbarhet i stadsutvecklingsprojekt, sammanfattades till att vara en gemensam utveckling av området, ha förutbestämda krav, leda de olika aktörerna till att samarbeta, ha en stöttande kommunal organisation och skapa förutbestämda och mätbara mål.

Nyckelord: Social hållbarhet, stadsutveckling, utmaningar, wicked problem, samarbete mellan organisationer, projekt baserad organisation, makt.

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Preface

This Master's thesis has been carried out at the Department of Architecture and Civil Engineering, Construction Management, at Chalmers University of Technology, Sweden from January 2017 to June 2017. Throughout the work with the thesis, there have been several persons who have helped and encouraged us, and which we now would like to thank.

First of all, we would like to thank Martine Buser, Associate Professor at the Division of Construction Management, Chalmers, for being our supervisor and examiner. Your input and feedback have always come in suitable moments and we appreciate them a lot. We would also like to thank Mia Söderberg for inspiring us and helping us with narrowing down the theme of our thesis. Thank you Sara Brorström, researcher at the University of Gothenburg, for making time and discussing our super interesting subject with us. Thank you Anders Koppfeldt and Jakob Revellé for your valuable feedback as opponents. An additional thanks to Rikard Hagen and Sara Blomkvist for good lunch support. Finally, we would like to send a big thank you to all of the interviewees that have participated in our study. Thank you for taking the time to meet us and coming with interesting inputs and thoughts.

With this Master's thesis, our time at Chalmers University of Technology has come to an end. During this study, we have gained knowledge of the complexity in large urban development projects and its contents. We have had shared responsibility of the project and have contributed to the study equally much. We have both enjoyed this semester a lot, and think that the knowledge we have gained will help us do a better job in the future.

Gothenburg, May 2017
Anna Bengtsson & Anna Granberg

Abbreviations

CPA - City Planning Authority (Stadsbyggnadskontoret)

PLA - Parks and Landscape Administration (Park och Naturförvaltningen)

PMA - Property Management Administration (Fastighetskontoret)

TPTA - Traffic and Public Transport Authority (Trafikkontoret)

PBL - Plan and Building Act (Plan- och Bygglagen)

SKL - Swedish Association for Local Authorities (Sveriges Kommuner och Landsting)

Municipal Executive Board - Kommunstyrelsen

Municipal Council - Kommunfullmäktige

Municipal Corporations/Administrations - Kommunförvaltningar

1 Introduction

In this chapter, the background of the thesis and its main topics will be introduced. Further, the purpose of the thesis and the research questions will be presented, followed by a short description of the outline of the methodology and limitations.

1.1 Background

Gothenburg Harbor is expanding towards the coast (Göteborgs Hamn, 2017a), leaving a lot of open space close to the river in the central parts of Gothenburg. In 2010, the municipality of Gothenburg therefore initiated the plans of developing of these areas. This project is called the RiverCity Gothenburg and consists of seven urban development projects within the city, which will all be developed based on the RiverCity Gothenburg vision; “*A sustainable city - open to the world*” (RiverCity Gothenburg Project Group, 2012). The main ideas in the vision are to create a city where everyone is welcome, where the areas are connected, where the water (Göta River) is used and where the city center is attractive. The Frihamnen district is one of the subareas in the RiverCity Gothenburg and it is currently under development (Älvstranden Utveckling AB, 2017a).

At the same time as these new central districts in Gothenburg are developed, the segregation and the differences between the inhabitants in the city are increasing (Social Resursförvaltning, 2014). There are large differences in health conditions and income between urban districts, which the report “*The differences in living conditions and health in Gothenburg 2014 - The whole city socially sustainable*” from 2014 shows. For example, a male from a less benefitted district is expected to live 9 years less than a male from a more prosperous district (Social Resursförvaltning, 2014). In response to the RiverCity Gothenburg vision and to the growing segregation and inequalities in the city, the municipality of Gothenburg have developed the mission “*An equal Gothenburg*” and the mission and program S2020. These initiatives should help the city to be developed in a socially sustainable manner, where the social dimension is considered equally as important as the environmental and the economical (Göteborg Stad, 2017g; Social Resursförvaltning, 2016).

The issues above are not easy to solve and they require a new approach to urban development (Socialdepartementet, 2014). Social sustainability in an urban context is a broad and complex matter, and requires a holistic perspective (Nilsson and Hägred, 2013). This means that several actors have to collaborate in order to develop socially sustainable solutions which are beneficial in a long-term perspective. However, collaboration by itself is not easy, but requires distinct and proper management to become successful (Huxham, 1996).

In the Frihamnen project, social sustainability has gotten increased attention and one of the objectives for the district is to create a diverse area, accessible for everyone, with socially mixed housing and a variation in activities and business. Further, it is outspoken that the project should try new approaches and be innovative, both when it comes to working methods and actual solutions.

1.2 Purpose and research questions

The purpose of this master thesis is to address organizational challenges and beneficial aspects when working with social sustainability in large urban development projects. The case of Frihamnen will be studied and discussed in relation to theory. The contribution of this thesis is to create an increased understanding of what challenges to overcome in order to create good conditions for implementing social sustainability in the development of new urban areas. The main research question is:

What aspects are important to consider to enable the development of a socially sustainable urban district?

The sub-questions that will be used to answer the main question are:

- *What is social sustainability defined as in theory respectively in the Frihamnen project?*
- *What is working well and what are the challenges when incorporating social sustainability in the Frihamnen project?*

1.3 Method outline

This study is an explorative and qualitative study, where the urban development project Frihamnen was used as a case study. Ten interviews and one observation was carried out during the spring of 2017. The interviewed people were actors in the Frihamnen project and involved administrations from the municipality of Gothenburg.

The study was performed using an abductive approach, which means that the case study and the theoretical framework supporting the empirical results was executed in parallel. The literature review mainly concerned social sustainability, collaboration, project based organizations and power. To be able to answer the research questions, the results from the case study were then discussed in relation to the theoretical framework. Finally, a conclusion of the result was drawn, which is presented in the final chapter. A more detailed description of the methodology is presented in the methodology chapter.

1.4 Limitations

The main focus in this study is the dimension of social sustainability and thus the dimensions of economic and ecological sustainability will not be included. There exist many different definitions of social sustainability, but we have chosen to only look at social sustainability in an urban context. In addition, we have not followed one definition, but have instead used a mix of descriptions which we regard as relevant for the study. The study will not investigate how single buildings can contribute to social sustainability, but instead look at urban districts as a whole. The individual actors' internal work on social sustainability will not be considered in the study, but only how the project organization is managing the concept. As a final limitation, the empirical study is limited to the Frihamnen project. The phase that will be investigated in this study is land allocation 1 in stage one (of five) in Frihamnen.

2 Case Study: Frihamnen

In this chapter the case study will be introduced, which concerns the large urban development project Frihamnen. In the following text, an introduction to the area and to the RiverCity Gothenburg project will be given and thereafter the Frihamnen project will be presented. The purpose of this chapter is to give an insight to the Frihamnen project and thereby enable the reader to easier understand the results of the thesis.

2.1 The context of Frihamnen

The urban district Frihamnen, seen in Figure 2.1 below, used to be a part of Gothenburg's Harbor. The district is located on Hisingen Island and consists of the three piers; the Southern Pier (the Banana pier), the Northern Pier and the Kville Pier (Göteborgs Hamn, 2017b). Frihamnen is surrounded by Göta River, the railway Hamnbanan, the two large roads Lundbyleden and Hjalmar Brantingsgatan. It is also located close to the Göta River Bridge, which will be replaced by the new Hising Bridge by 2021. The surroundings make the location rather isolated from the neighboring districts and the central parts of the city. Further, the soil is polluted and the river is adding the risk of increasing water levels in the future. Besides these challenges, the area also has a lot of potential. The closeness to water and its central location makes it an important area for the development of the city. Today, the location is mainly empty, besides from some business activities and the strategic place building activities in the Jubilee Park which has been open for a couple of years already. The activities from the strategic place building involves a sauna, an outdoor swimming bath, a roller derby court, a playground, and urban cultivation (Göteborg, 2017h).

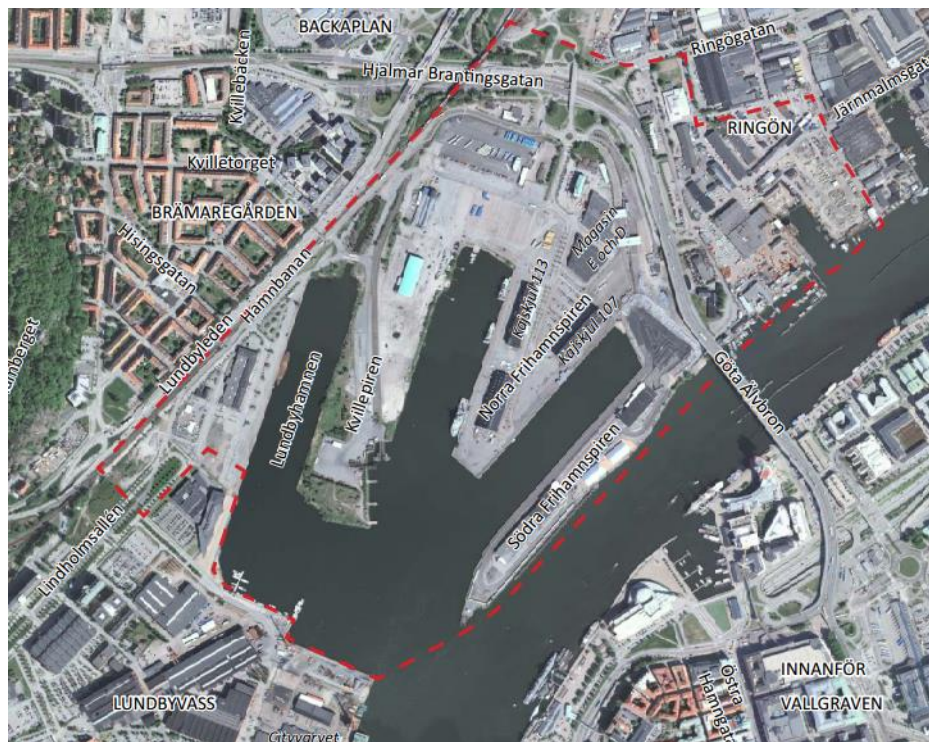


Figure 2.1 Overview of the Frihamnen area with surrounding routes (Stadsbyggnadskontoret, 2014).

2.2 RiverCity Gothenburg

The Frihamnen project is part of RiverCity Gothenburg project, which is the largest urban development project currently going on in the Nordic countries (Göteborg Stad, 2017a). RiverCity Gothenburg covers seven districts, including Frihamnen, which are all located next to or close to the Göta River. The municipality requested a holistic perspective in the development of the whole RiverCity area and therefore the RiverCity Gothenburg vision was developed in 2010 and approved by the municipal council in October 2012 (RiverCity Gothenburg Project Group, 2012). The vision should function as a long-term basis and steering document for the development of the areas. It should also contribute to the development of both strengths and challenges identified in the city. Counted as strengths were diversity, the water and driving forces in the city, while the challenges were identified to be segregation, climate change and a changed economy (RiverCity Gothenburg Project Group, 2012).

It was regarded as important to create a vision which reflects as many perspectives as possible and which is deeply rooted within the municipality (RiverCity Gothenburg Project Group, 2012). Due to this, a lot of resources were spent on citizen dialogues and workshops with invited experts from different areas. A summary of the final vision that was decided upon in the municipal council can be seen in Figure 2.2, stating that Gothenburg should be *open to the world*, both within and outside Sweden. The subvisions refer to the three sustainability pillars.

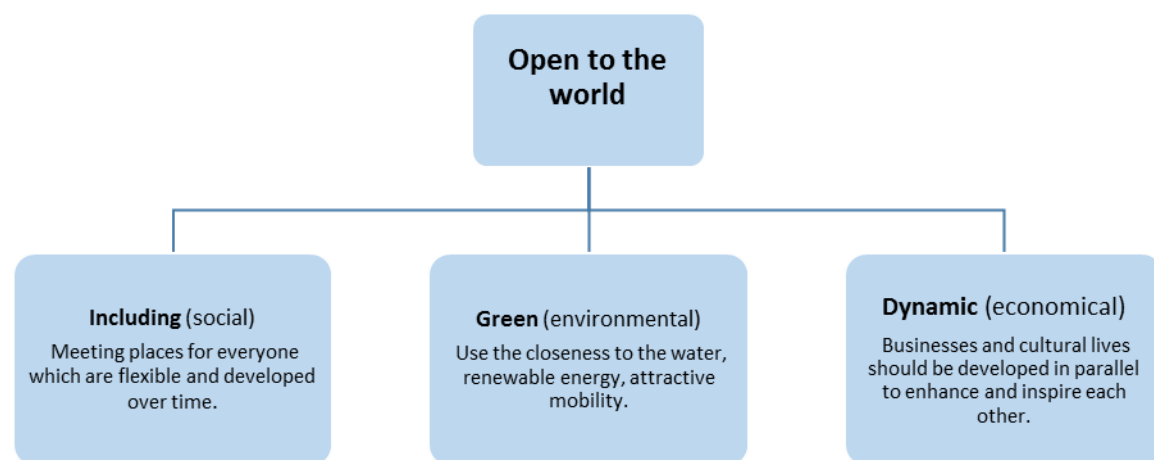


Figure 2.2 Summary of the vision for RiverCity Gothenburg (RiverCity Gothenburg Project Group, 2012).

In addition, four strategies were developed to clarify and increase the opportunity of reaching the vision. Three of them aim to explain how the vision can be accomplished (see Figure 2.3) and the fourth aim to simplify the realization of the vision (Göteborg Stad, 2017b). The realization strategy is about using the RiverCity as a test arena with temporary arrangements, communicate active openness and develop an effective way to work (RiverCity Gothenburg Project Group, 2012).

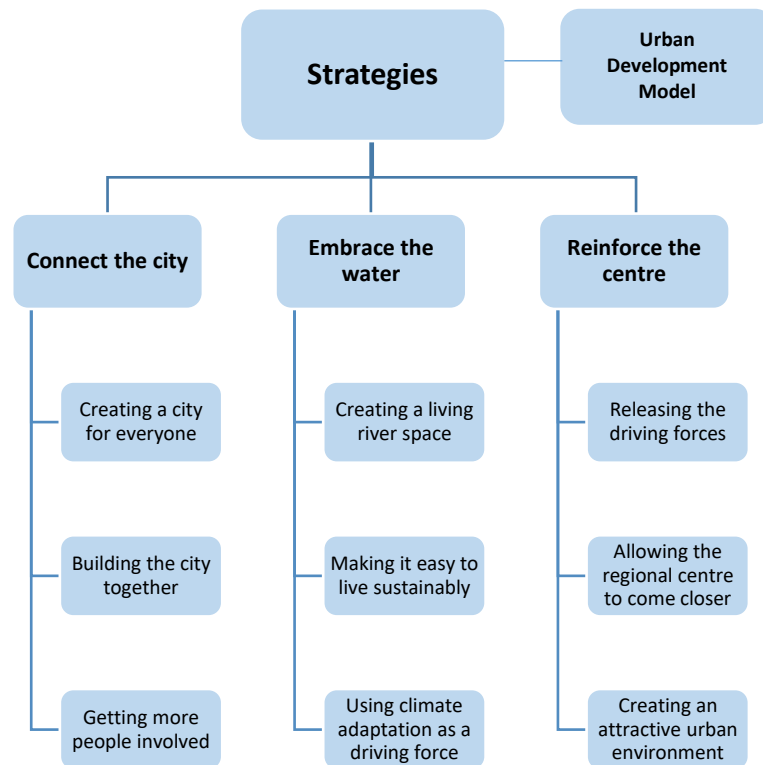


Figure 2.3 The working strategies for the RiverCity Gothenburg project (RiverCity Gothenburg Project Group, 2012).

An urban development model was created to enable the realization of the vision in all the areas in RiverCity Gothenburg (Göteborg Stad, 2017c). The urban development model concerns six topics, which are shown in Figure 2.4 below.

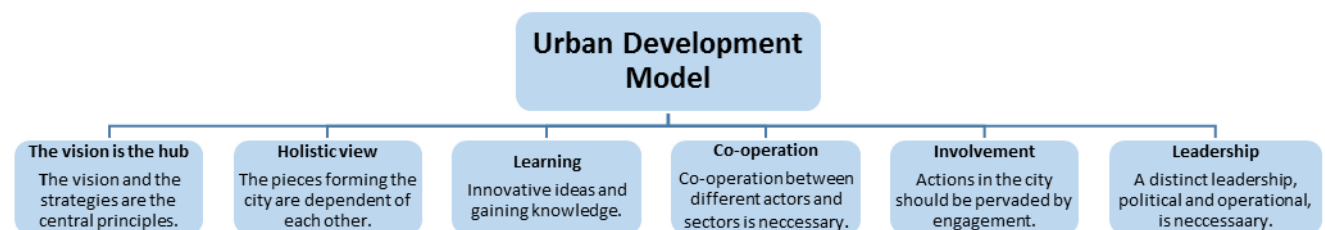


Figure 2.4 The implementation strategies for the RiverCity Gothenburg project (RiverCity Gothenburg Project Group, 2012).

2.2.1 The project organisation for the RiverCity

The project organization of the RiverCity is organized as can be seen in Figure 2.5, where the municipal executive board and its politicians constitute the highest determinative organ. Below them is the steering committee, which consists of directors from municipal corporations and administrations who work with urban development. This group is led by the City Planning Authority (CPA) (Göteborg Stad, 2014a). Thereafter is the project management group, which consists of the representatives from the municipal corporations and administrations who work with urban development.

These three boards and committees are the governing groups. Further, there are also supportive groups, reference groups and focus groups. At last, there are the different subareas in the RiverCity. These have shared project leadership, with one project manager from the CPA, and one project manager from either Älvstranden Utveckling or the Property Management Administration (Göteborg Stad, 2017a).

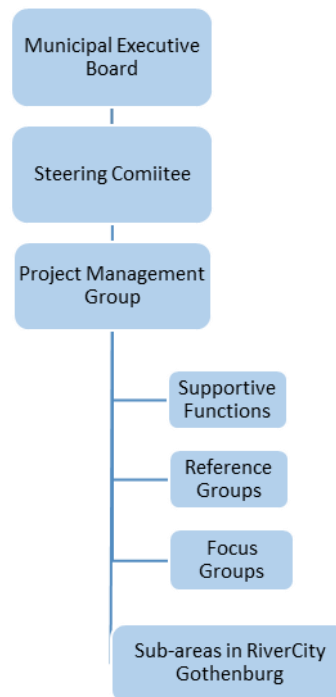


Figure 2.5 The project organization of the RiverCity Gothenburg project (Göteborg Stad 2014b).

2.3 The Frihamnen project

Frihamnen comprises the development of 9 000 housings and workplaces for about 15 000 people by year 2040, which will take place during five stages (Älvstranden Utveckling AB, 2017b). The area will incorporate restaurants, shops, parks and other essential services, such as preschools, schools and a hospital. The first construction was planned to start in 2017, but as the project is delayed it will probably not happen. The project will continue to be further developed until the whole area is completed.

One of the predefined goals in Frihamnen is that at least 50% of the residences should be rental apartments, and in addition, a large part of these should have a rent below the market level. The lower rent should enable people of different economic situations to live in Frihamnen (Älvstranden Utveckling AB, 2017a). The decided parking number for the area is 0, 12, which can be compared to 0,5-0,7; the average guiding parking numbers in central Gothenburg since 2011 (Stadsbyggnadskontoret, 2011). In addition, the Jubilee Park is also an important part of stage 1 as described in the following section. It is also outspoken that the area should be very innovative in its character and include new urban development solutions, which if functioning well can be used in future projects (Älvstranden Utveckling AB, 2017b).

2.3.1 The development of stage 1

The first stage in Frihamnen includes the development of 3000 housings and 2000 workplaces which should be completed during year 2027 (Älvstranden Utveckling AB, 2017c). In addition, the Jubilee Park should be partly finished by then and open to the public. The first stage has been divided into two parts, where the first land allocation agreements embrace about 1000 housings and equally many workplaces. The zoning plan for stage one is currently planned to be approved during the latter part of 2017 (Göteborg Stad, 2017d). In Figure 2.6 below is the latest illustration of the zoning plan, which was developed for consultation 3 in 2016.

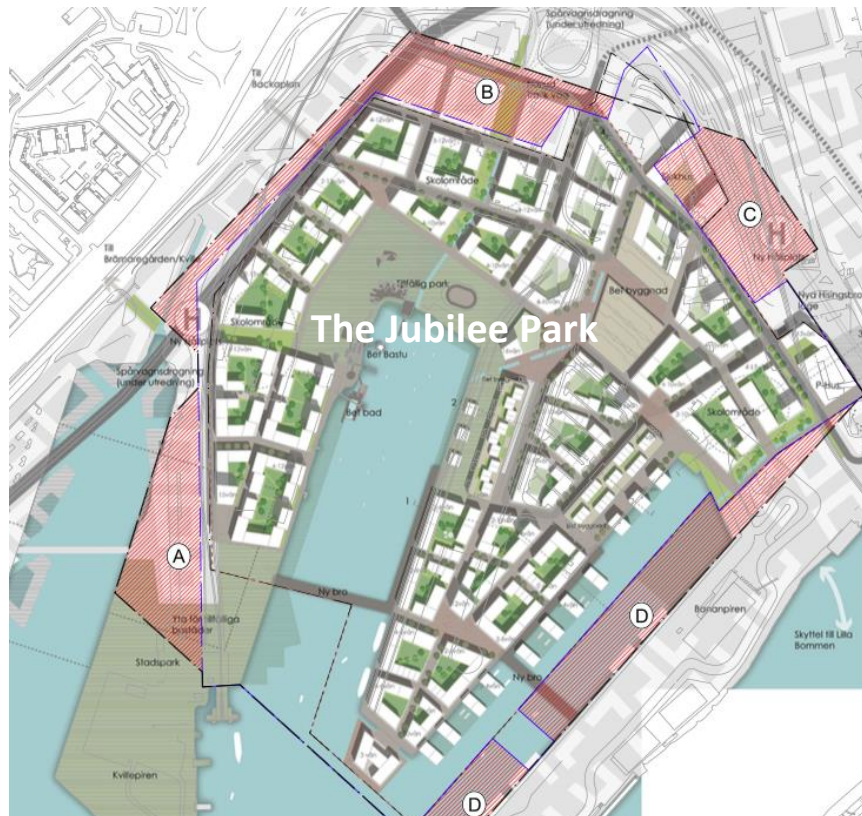


Figure 2.6 The latest illustration of the zoning plan (Stadsbyggnadskontoret, 2016).

Since the Frihamnen project is part of the RiverCity Gothenburg, the project will be realized with the urban development model (Göteborg Stad, 2014a). The landowner in Frihamnen is Älvstranden Utveckling, who is a municipally owned company with the mission of realizing the RiverCity Gothenburg Vision (Älvstranden Utveckling AB, 2017d). In the first land allocation 64 companies applied and out of these 8 companies were chosen to participate in the project. A consortium was created consisting of Älvstranden Utveckling AB together with the developing companies Framtiden, Rikshem, Botrygg, Magnolia, Hauschild+Siegel Architecture, Göteborgs Parkering AB, Bonava and NCC (Älvstranden Utveckling AB, 2017b). A summary of the companies' responsibilities can be seen in Table 2.1. Later into stage 1, other companies will be able to apply for the second land allocation.

Table 2.1 Summary of the first land allocation (Fastighetskontoret, 2014).

Company	Land Allocation
Förvaltnings AB Framtiden/Göteborgs Lokaler (Framtiden)	40 000 m ² GFA (36%) rental apartments 20 000 m ² GFA (34%) condominiums 1000 m ² GFA (4%) common area on 1 st floor
Rikshem AB	40 000 m ² GFA (36%) rental apartments 20 000 m ² GFA (34%) condominiums 1000 m ² GFA (4%) common area on 1 st floor
BoTrygg Göteborg AB	20 000 m ² GFA (18%) rental apartments 10 000 m ² GFA (17%) condominiums 1000 m ² GFA (67%) public services
Magnolia Bostad AB	10 000 m ² GFA (9%) rental apartments 500 m ² GFA (33%) public services 12 000 m ² (100%) GFA hotel
Hauschild + Siegel Architecture	2 200 m ² GFA (4%) condominiums 300 m ² GFA (1%) common area
Göteborgs Parkerings AB	6 500 m ² GFA (100%) parking
Älvstranden Utveckling AB	20 000 m ² GFA (100%) on 1 st floor for commerce/business
NCC AB	20 000 m ² GFA (89%) common area
Bonava	6 000 m ² GFA (10%) condominiums
Public Transport Authority	Roads and squares with traffic
Parks and Landscape Admin.	Parks and squares without traffic

2.3.1.1 Organisation of the consortium stage 1

The consortium is organized as can be seen in Figure 2.7, where there is a board for the members of the consortium and for the CPA. Below them are the steering committee and the working group, and thereafter the focus groups. The focus groups have shifted and have had different members throughout the process, depending on what stage the project has been in and what kind of issues need to be solved at the moment. According to the interviews it has been up to every company to decide themselves which focus groups they are participating in. There are for example the groups for socially mixed housing, mobility and logistics, citizen dialogue, test arena and so on.

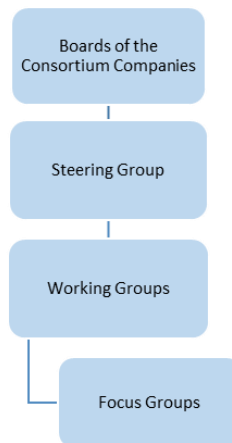


Figure 2.7 Organization of the consortium (Göteborg Stad, 2014b).

2.3.2 The development of a common vision for Frihamnen

Three workshops were held during the spring of 2015 where all the involved parties, such as process leaders from Älvstranden Utveckling, representatives from the consortium companies, the concerned municipal administrations and experts participated (Göteborg Stad and Älvstranden Utveckling AB, 2015). The aim was, according to the published workshop report, to develop a common ground for the whole project and specifically for stage one. The result of these workshops was that a vision, goals and a manifesto for Frihamnen were developed. The Frihamnen vision which was agreed upon is based on the RiverCity Gothenburg vision, but it is applied and contextualized to the Frihamnen project by the workshop attendants: *“Frihamnen shall as a part of the RiverCity Gothenburg be open to the world, towards Gothenburg and the western parts of Sweden, into the world. Here will the old and the new meet, the already known and the unknown. Here is room for solidarity and new initiatives. Frihamnen is vibrant and open, unique and own at the same time.”* (Göteborg Stad and Älvstranden Utveckling AB, 2015). Further, the three strategies *connect the city, embrace the water and reinforce the center* have been translated into the Frihamnen context as nine goals:

Frihamnen shall...

- be an urban district open to the world and characterized by diversity
- develop into a sustainable inner city with a large variety of meeting places, dwellings, commerce, culture, offices and services
- give large focus to the public spaces - by the water, in the water and between the buildings
- grow through open and co-creating processes
- in the development begin with the existing by keeping the basins, protect the industrial heritage and develop existing building
- be inclusive through social mixed housing and processes that give space for more people to get employed
- be close to services and other targets, here is a sustainable and small-scale goods handling and waste disposal, and easy alternatives for the own car
- have conditions for good accessibility and mobility solutions created, which make foot-, bike- and local traffic the natural choice ahead of the car

Figure 2.8 The nine goals for Frihamnen, developed from the RiverCity Gothenburg vision (Göteborg Stad and Älvstranden Utveckling AB 2015).

2.3.3 Current status of the project

The proposed zoning plan for Frihamnen stage 1 has been out for its third consultation and different views and thoughts that came up during this are currently (May 2017) being compiled. Thereafter, a final zoning plan with regards to these opinions will be created and displayed for review for at least three weeks. After the review, smaller changes may occur and then the proposed plan will be left to the building committee for adoption. If the proposed plan is not appealed, or if the appellation is rejected, the plan will get legal force and can be implemented (Göteborg Stad, 2017e).

An approximated timeline of the planned and the actual schedule is visible in Figure 2.9 below. The dates are estimations aggregated from a set of sources such as the invitation to land allocation the new plan description from the consultation, the website of Frihamnen and various presentations made by the municipality of Gothenburg (Göteborg Stad, 2014a; Göteborg Stad 2017f; Älvstranden Utveckling, 2017c). As can be seen in Figure 2.9, the plan was that the zoning plan should have become valid during the first quarter of 2017. This has changed and now the plan is that it will get legal force in the end of the summer of 2017. The second land allocation was going to start when the final zoning plan is valid. This was planned to happen during 2016 or 2017, but seems to, due to the delay of the zoning plan, happen a little bit later than planned as well. According to the new plan description of the consultation, stage one in Frihamnen was planned to be completely finished in 2026, but according to one of the websites for the project, this is now dated to happen in 2027 (Göteborg Stad, 2017f).

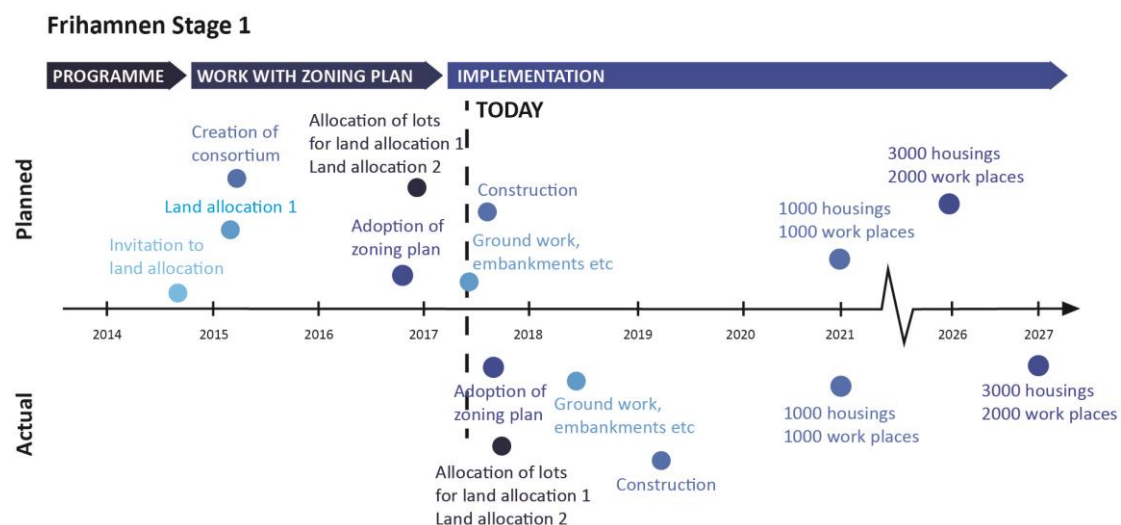


Figure 2.9 Synoptic timeline of stage 1 in the Frihamnen project (Göteborg Stad, 2014a; Göteborg Stad 2017f; Älvstranden Utveckling, 2017c).

3 Methodology

In this chapter, the methodology of which the thesis is based upon will be introduced and further explained. The choice of research design and approach will be described and reasoned for with regards to the study and its preliminary aim and objectives. Thereafter the methodologies of the literature review and the case study are described. At last, ethical aspects, the chosen methodology and its validity and reliability are discussed.

3.1 Research Design

An explorative and qualitative approach was chosen for the research, thus there were two alternatives in the performance of the study; inductive or abductive. The abductive research design works as a mix between the inductive and the deductive research approach since it allows the researcher to develop and work with the theoretical framework while performing the empirical study (Tjora, 2012). Due to the problematization of the thesis, there was a need of working continuously with theory and empirics. Hence, an abductive approach was used to enable a proper research.

3.2 Literature Review

A literature review was performed within the research area to create a theoretical framework for the study. This theoretical framework was also implemented to get an overview of current research and to provide a comprehensive understanding of the case study and its context. According to Bryman and Bell (2003), developing a theoretical framework is important when researching, since it creates a fundamental understanding of the subject. It also provides knowledge of where more research is needed and of suitable methods on how to conduct upcoming research.

The first part of the literature review consisted of investigating scientific articles, reports and books within theories of sustainability, social sustainability and urban development. Social sustainability was also studied within the context of urban development to develop a deeper understanding of the topics covered in the theory and the empirics. Information regarding Frihamnen was mainly gathered from different websites informing about the project. The municipality was also contacted and asked for more documentation via e-mail. The literature study continued throughout and continuously in parallel to the study, though with more focus on management and organizational theories in the latter part of the thesis. Due to the abductive approach, the searched literature was influenced by the progression of the case study and subjects such as urban regeneration, interorganizational collaboration, project based organizations and power were investigated.

For the literature review, the databases Summon, provided by Chalmers Library, and Google Scholar were mainly used. Academic journal articles, published reports and additionally some books are the main sources used in the study. The main area, year of publication, as well as the land it was published in were all taken into consideration when selecting useful and relevant literature for the study. In order to find relevant and additional sources, the *snowball effect* was used throughout the study, which means that cited and referenced articles were investigated as well.

3.3 Case study

A case study is according to Blomkvist and Hallin (2015) one kind of research approach, where one single or several real life cases are chosen to be analyzed over time to explain an occurrence. It is defined by the systematics when selecting the case, the method of gathering data and the method of analysis. A case study is a good choice for explorative and qualitative thesis, since it generally produces empirical material which show the reality and the context better than for example experiments, at the same time as it aims to investigate new dimensions (Blomkvist and Hallin, 2015). The initial research questions in this thesis required a more in depth investigation and the possibility to develop an understanding of a real project, its organization and its working processes, and therefore the case study was chosen as a research approach.

The Frihamnen project was chosen as the case study due to several reasons. First, the project suitably has a large focus on social sustainability. Second, the project is outspoken to try new solutions in urban development, which is very interesting for the purpose of the thesis. Third, it is an ongoing project and during the spring of 2017 its state was in the phase which was intended to be investigated in this study. This could also be regarded as an issue though, since it is not possible to know the final outcome of the project. The empirical study consisted of conducting data through three kind of sources; interviews with members of the consortium and representatives from the city of Gothenburg, analysis of documents and an observation.

3.3.1 Interviews

Interviews is one of the most common data gathering methods' in qualitative studies (Blomkvist and Hallin, 2015). This is to a large extent due to the opportunity for the researcher to create a deep and extensive understanding for the studied area, something which was regarded as important in the study of Frihamnen. The preferred structure of interviews depends very much on the context of the study (Ryen, 2004). The semi-structured interview was chosen for this case study, since it is performed around several questions or topics which makes it more flexible (Blomkvist and Hallin, 2015). Further, this interview type was chosen since it was regarded as important that to some degree be able to control the interview, and thereby facilitate the assembling and further analyses of the interviews.

The process for the interviews in the case study was performed according to the seven stages of an interview investigation, developed by Kvale and Brinkmann (2014). This method was chosen since it offers an organized and distinct approach of performing the interview study. Furthermore, the method increases the validity of the results, since the stages secure that the study process is performed properly from idea to conclusion (Kvale and Brinkmann, 2014).

3.3.1.1 Performance of the interviews

All of the companies in the consortium, the City Planning Authority (CPA), the Traffic and Public Transport Authority (TPTA) and the Parks and Landscape Administration (PLA) were invited to participate in the interviews. In order to find possible interviewees from each company, a published workshop report was used. One person from each company was contacted via e-mail and invited to participate. The invitation

email contained a short description of the master thesis study, highlighted the focus of social sustainability and an invitation to participate in an interview. Ten emails were sent out to the eight consortium members and to CPA.

Snowball sampling was used to develop new contacts and find interviewees, it is a method to non-randomly find interviewees to a study (Blomkvist and Hallin, 2015). Instead of randomly contact people, the existing contacts are used to obtain new relevant contacts for the study. Through the snowball sampling, one person at TPTA and one person at PLA were contacted for interviews, since these departments were regarded to have big and important roles in Frihamnen, especially in connection to social sustainability. The different interviews and the roles of the respondents can be seen in Table 3.1 below.

Table 3.1 Companies, roles and types of conducted interviews.

Company	Role of respondent	Interview type
Department of Housing and Urban Development	Project Manager of Frihamnen	Face-to-face
NCC	Assisting Real Estate Developer	Face-to-face
Göteborgs Parkerings AB	Business Developer	Face-to-face
Framtiden Förvaltnings	Architect, Specialist Urban Development	Face-to-face
Traffic Department	Project Manager Sustainable Transportations	Face-to-face
Department of Park and Nature	Landscape Architect	Face-to-face
BoTrygg	CEO	E-mail
Hauschild + Siegel	CEO, Architect	E-mail
Älvstranden Utveckling AB	Process Manager Social Sustainability	E-mail
Magnolia	Real Estate Developer	Phone

3.3.1.2 Interview guidelines

Interview guidelines were developed as a base to perform the interviews. The questions aim to investigate and support an answer to the research questions. In compliance to Bryman and Bell (2003), the interview guidelines were divided into different themes, which were regarded as interesting and providing for the study. The themes that were developed were; *the role of the company in Frihamnen, Vision Frihamnen, Social Sustainability, Work process and the Consortium, Documents* and ultimately *Lessons learned, Challenges and Experiences*. Further, the questions were structured into three parts according to Ryen (2004); introduction, main questions and rounding questions. This structure of the questions aims to support a pleasant and convenient setup of the interview (Ryen, 2004).

In total, seven different interview guidelines were created, which can be found in Appendix XX. Five of them were used in the physical interviews, where the differences were due to the different roles of the persons interviewed. One guide was adapted to the consortium members and the other four to the representatives from Älvstranden

Utveckling AB, CPA and the representatives from TPTA and PMA. The main themes and questions were mainly the same, while some were adjusted to fit with the respondents. The guidelines for the phone and for the e-mail interview were shortened. The interview guidelines were sent out several days in advance so that they had the time to read through the topics and prepare for them.

3.3.1.3 Analysis of interviews

All of the interviews were, in agreement with the respondents, recorded. After each interview was performed, these recordings were transcribed into written form. The transcriptions were very detailed and precise and not much was left out in compliance with Tjora's (2012) recommendations. All of the transcribed material was first coded into keywords, this was done to reduce the transcribed text and to understand what it is all about. The transcriptions were read through and keywords and ideas describing sections or smaller segments were identified. When the last transcribed interview was coded, a list of codes from all of the documents was created. Pursuant to Tjora (2012), the goal of this step is to generate codes that comes from the empirical material, and not from the theoretical material. Next step after coding was categorization. The aim of categorization is to aggregate the codes that are relevant to the problem formulation into categories which should serve as benchmarks for the analysis (Tjora, 2012). The keywords from the previous step were written out on a whiteboard in order to get an overview of the words and find the categories. The categories which were identified were: *Vision*, *Social Sustainability*, *Organization*, *Innovation*, *Reflection*, *Documentation* and *Working Procedure*. These categories served as headlines for a first draft of the empirical results. To not miss any important findings from the interviews, this was an iterative process and further observations and citations were added to the empirical results several times. This step was performed with the intention to increase the credibility and the validity, and decrease the subjectivity of the results.

3.3.2 Observation

Blomkvist and Hallin (2015) defines that an observation methodology is about systematically observing and documenting an occurrence. This methodology is gaining popularity due to growing interest in the importance of culture when understanding organizations and their corporate culture (Blomkvist and Hallin, 2015).

As a part of the case study on Frihamnen, two observations with a passive participation was used as sources from which data for the empirical results was gathered. The observations occurred in Älvrummet, a building designated for all of the urban development's currently going on in Gothenburg. The first observation took place on a weeknight in March and concerned the socially mixed housing planned in Frihamnen. Representatives from the CPA, Älvstranden Utveckling and two representatives from the consortium companies led the meeting and answered questions after their initial presentation of the subject. The second observation was a lunch meeting where the mobility solutions in Frihamnen were informed about and discussed. Representatives from Gothenburg Municipality and Älvstranden Utveckling led this meeting. Besides the representatives from the municipality, both meetings were open for all citizens. We documented the meetings in writing and the ones in charge video recorded it, which we later watched a second time to see that we had understood what was said correctly.

3.3.3 Document study

In addition to the interviews and the observation in the case study, documents such as the zoning plans, visionary documents and other documents related to Frihamnen were used. The visionary documents were used to assess if the different aims and strategies have been implemented yet. Hence, it was possible to see the whole development process and which decisions had been made and thereby increase the comprehension of the project and the process.

3.4 Ethical aspects

When doing research, and especially in qualitative investigations, ethical aspects are important to consider since the respondents are partly revealing themselves. For this study, the ethical aspect was even more sensitive due to fact that the case study is a project that is currently going on, which could put the respondents in a vulnerable position. The physical interviews and the interview performed by phone started with us describing the project, the purpose of the study and how the interview was going to be used in the results. The respondents were asked if it was ok to record the interviews and we explained why this was done (to make the transcription process easier and to make sure we understood them correctly). Fortunately, everyone accepted this. They were also asked if they wanted to be anonymous and if they wanted to have a copy of the results, where their interviews or citations from them are used, to see that we perceived them right. Copies of the result were in the end of this study sent out to all participants for approval to ensure that the result is credible. For the anonymity, the respondents have all been given different numbers in the report, but the people from the involved administrations in the municipality and from Älvstranden Utveckling are sometimes written out to clarify the managing organization and the municipalities view. This was accepted by them. In the beginning of the interviews, and also in the emailed interviews, we explained that it was possible for them to not answer a question, for example if they did not know the answer or if they did not want to answer.

3.5 Discussion of research approach

In this study, a qualitative and abductive approach was used and the case of Frihamnen was investigated. For a case study, and since one of the main topics is the quite ambiguous subject social sustainability, a qualitative approach is considered to be useful since no hard data was investigated. An abductive methodology was chosen for the project, since the problem formulation and the expected results were not clear from the beginning. Thereby, it was possible to develop the framework and perform the interviews in parallel. The theoretical part could then support the empirical part and the other way around, without the empirical study being affected by a theoretical framework, thus increasing the credibility of the study.

To further improve the credibility of the study, more interviews could be preferred in order to get a bigger set of data. The time was the limiting factor here. A second limitation of this research approach is that interviews require a lot of time for both the interviewer and the respondent, which can result in missing important parts or aspects while conducting the interview. Further, the case study concerns a going on project,

which also limits the results, since the study is built on what has been done so far and the end results cannot be evaluated yet.

Using a qualitative approach, there is always also the question of subjectivity. There is the possibility that the interviewer's own opinions and thoughts may read through, either in the way of asking leading questions or in the way of misinterpreting an answer. Further, before the interviews, we were aware of the subjectivity-problem and thus tried to ask as open questions as possible. The transcribed interviews were also read over several times to find new points which we could have missed before. As written before, the results were sent out to the interested respondents to make sure we had understood them correctly and they were then given the chance to approve or change it.

The choice of semi-structured interviews was good in terms of giving some flexibility in the interviews and also adding some degree of freedom, thus letting every respondent go deeper into their answers and allowing for additional questions. Though, this partial freedom may also increase the subjectivity in the study, since the interview results are not completely comparable. Some respondents talked a lot about some topics and thereby others got less focus. This may impact the result, since some respondents are very present in some issues and others are not. It was clear that the physical interviews and the interviews made by phone gave a lot more information than the e-mail interviews. In retrospect, a better and more efficient and proper way of contacting the respondents would have been to first call them. A lot of time could have been saved if phone calls had been made directly to the respondents and some respondents would maybe have felt committed to participate in a face-to-face interview.

4 Theoretical Framework

The theoretical framework will be presented in this chapter. The aim is to give the reader a base to enable an understanding of the results, at the same time as it gives an insight to the significant findings from the empirical research in the case study. Since the study is performed in an abductive approach, the theoretical concepts presented in this chapter have in different phases throughout the study been identified as important to include.

The term social sustainability and some main characteristics of the concept in an urban context will be introduced, followed by an introduction of urban governance in Sweden, urban regeneration and the wicked problem. At last, interorganizational collaboration, project based organizations and the influence of power is presented and thereby provide the final connection to the case study. In the last section of this chapter a model of the theoretical framework is presented (Figure 4.1).

4.1 Social sustainability

Social sustainability is one of the three core pillars which sustainable development is based on, though the social pillar was neglected and not prioritized for a long time (Colantonio, 2007). The two other pillars, environmental and economical sustainability, have been considered more important and therefore a lot of studies and research have been concentrated to these two concepts (Colantonio, 2007). Further, compared to the ecological dimension and its quantifiable areas such as energy consumption, CO₂ emissions etc., there are no similar measurable aspects in the social dimension, or “...there is no ‘socialdioxide’...” as Gustavsson and Elander (2013) wrote in their report. Moreover, social sustainability has been developed out of a practical understanding rather than of a theoretical. All of these above stated factors have contributed to many and often complex and ambiguous definitions and opinions of the concept (Colantonio, 2007; Gustavsson and Elander, 2013). The concept of social sustainability in an urban context will be further described in Section 4.1.1.

4.1.1 Social Sustainability in an Urban Context

Hedenfeldt (2013) and Colantonio (2007) both describe the social sustainability perspective as a human based view of sustainability which should be based on the local context. To be able to translate and apply the ambiguous principles regarding social sustainability in an urban context, it is important to further break down the subject into parts which are applicable (Gustavsson and Elander, 2013).

Dempsey et al. (2011) argue that social sustainability within an urban context can be divided into two categories; *social equity* and *a sustainable community*. *Social equity* concerns the inclusion of every member in the society, or in other words that there should be no discrimination among the individuals in an urban area due to different pre-conditions. Every individual should have the same opportunity to participate and live a good life, thus the urban environment should support and not prevent this. The aspect of social equity embraces the accessibility of services and facilities, such as supermarkets, doctors and public transportations. The second aspect of social sustainability according to Dempsey et al. (2011) concerns the *sustainable community*,

which could be interpreted as the capacity of the society to survive and develop in a socially sustainable manner from a collective point of view. The sustainability of the community is among others affected by the level of social interaction between the members, such as participation and availability of common institutions (Dempsey et al., 2011). Further, the sustainable community is also dependent on pride, security and the level of trust among the community members. Though, it is not very clear what a sustainable community is and it might be interpreted in different ways, as it is to some extent dependent on the context (Dempsey et al., 2011).

When discussing sustainable urban planning, the government of Sweden refers to a constantly changing process with regards to social, economic and environmental sustainability given local and regional preconditions. To be able to deal with the future challenges concerning sustainable urban growth and development, it is important to have an integrated way of working such as using different areas of competences (Socialdepartementet, 2014). This is also highlighted by the Swedish Association for Local Authorities (SKL) who argues in the same direction. In their published position paper “Hållbar Utveckling” from 2010 they state that a sustainable urban development is about using the local experiences, promoting participation and using dialogue as a tool (SKL, 2010). Further, they also claim that a holistic perspective is essential in order to develop sustainable urban environments, which in their view is when both the concerned sector but also interdisciplinary sectors are co-operating to find better solutions. One of today's greatest challenges according to SKL (2010) is the block politics, on both national and regional level, which is prohibiting the holistic perspective. However, the definition of social sustainability developed by SKL (2010, pp. 7) is: *“Social sustainability concerns the creation of a society where all people have the same opportunities for a good living environment based on different needs and conditions and that needs and movement patterns are considered by an everyday perspective through a well-planned and integrated urban structure”*.

The authors Nilsson and Hägred (2013) have by investigating the Swedish National Board of Housing, Building and Planning (Boverket, 2016) publication *Summary Reflections, Survey of Knowledge, Socially Sustainable Urban Development* identified five frequently occurring topics regarding social sustainability and urban development:

- Holistic perspective; one area's development is part of the city's overall urban development and the use of both physical and social interventions
- Variation; getting a mix of functions, types of housings and designs of the buildings
- Connection; connecting separated areas of cities
- Identity; building up a positive identity of one's neighborhood
- Influence and collaboration; making sure that the development of an area is based on opinions and needs of the people living there, and that concerned actors are involved

4.2 Urban governance in Sweden

Engström and Cars (2013) state that the aim of urban planning is to manage the transformation of the physical environment so that access, security, comfortableness, sustainability and growth is guaranteed. There are many different ways of regulating the use of a land area in a city and in Sweden this is carried out through different

regulating levels. At the national level, it is the Government through the Planning and Building act (Hägglund, 2013). Thereafter, the county administrative board controls the regional level of planning. At the municipal level, the municipalities regulate the planning through the comprehensive plan, which concerns the whole municipality, and through the zoning plan (Hägglund, 2013), which concerns a limited urban area (Boverket, 2016).

In the zoning plan, the municipality regulates how land and water areas should be managed and used. The plan also regulates the designs of the buildings, the level of exploitation and what kind of characteristics that an area should have. The municipality usually establishes a zoning plan when there are plans of new development within an urban area. The plan is legally binding for future building permits (Boverket, 2016).

4.2.1 Governance of the social aspects

The social perspective of sustainability is included in the Swedish planning and building act (PBL). Below, two of the paragraphs regarding the inclusion of the social aspect are presented. In 1 Ch. 1 § (SFS 2010:900): *“This Act contains provisions on the planning of land and water areas, and on construction. The purpose of the provisions is, with regard to the freedom of the individual, to promote societal progress with equal and proper living conditions and a clean and sustainable habitat, for people in today’s society and for future generations.”* The social focus in this paragraph, concerns planning and developing areas where social justice is promoted and further to create opportunities for a good living environment. The section also includes the long term perspective as future generations should also be considered when planning the society.

In the next chapter, 2 Ch. 3 § (SFS 2010:900), the following paragraph is available: *“In accordance with this Act, planning with regard to natural and cultural values, environmental and climate aspects, and intermunicipal and regional conditions must promote: [...] 2. a from a social perspective viable living environment that is accessible and usable for all social groups”*. In this section, the social perspective is included when stating that the development embraces that the built environment is available and accessible for every member of society, independent of for example physical health, economic conditions or age. In conclusion, no group of the society should be discriminated when planning new areas.

4.3 Urban regeneration and the wicked problem

The concept of urban regeneration is described by Roberts et al. (1999, pp. 17) as: *“a comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting improvement in the economic, physical, social and environmental conditions of an area that has been subject to change”*. Frantzeskaki et al. (2013, pp. 1) conclude: *“a process of (re)establishing social, economic, and environmental values of an area via recreating its identity and function in the urban context”*. Further, urban regeneration shows a *wicked problem* and its certain features, which is described as something that is ambiguous in its definition and involves many actors with different aims. Wallin (2013) continues this description by stating that wicked problems are complicated, they incorporate several social or environmental topics simultaneously and/or they may be hard to break down since they often are very large. According to Frantzeskaki et al. (2013, pp. 1), wicked

problems are: “...*uniquely formed by their (in this case, urban) context.*” and argues that in order to work and solve these problems that may arise in urban development projects, it is necessary to involve different actors which have a holistic approach. Wallin (2013) also discusses the engagement of several actors, the processes and stages of planning as a problem-solving solution to wicked problems. In addition, Wallin (2013) mentions a second way to approach the problem, which is to focus on the content in the planning such as objectives, resources and wanted results. However, these solutions do not guarantee that the problems will be solved (Wallin, 2013).

4.4 Interorganizational collaboration

Pistis et al. (2004) define collaboration as a merging of resources between two or more actors, and that it is about solving issues which neither of the actors could solve alone. Further, Huxham (1996, pp. 1) defines: “*collaboration is taken to imply a very positive form of working in association with others for some form of mutual benefit*”. Collaboration between organizations, also called *interorganizational collaboration*, can happen at different levels and include different magnitude of the content. At the minimum level individuals from the different organizations collaborate solely and at the maximum level whole organizations collaborate (Huxham, 1996).

The financial incentive is often used, since a shared investment is often seen as less risky for an organization than an own investment (Vangen and Huxham, 2005). Other arguments are for example, sharing of risks, expertise and knowledge. Despite, the often used financial incentive collaboration as phenomenon is not cost-free or easy to perform. Collaboration often requires resources, as in both time and money to work effectively and create the desired benefits. Huxham (1996) claims that nevertheless the level of the cost there are two reasons or incentives for collaboration which make it worth anyway; *self-interest* and *moral*. *Self-interest* refers to the capacity of the organization to accomplish something with a collaboration, which is not possible to achieve alone. The *moral* incentive concerns societal problems, such as poverty and other complicated issues the society is facing (Huxham and Vangen, 2005).

4.4.1 Identified challenges in an interorganizational collaboration

According to Huxham (1996) interorganizational collaborations are confronted with several possible difficulties. Among these challenges are differences in goals, processes, organizational culture, perceived power and lack of authority within the frame of the collaboration. Though, these differences could also be beneficial for the collaboration, since it gives space for new input and new objectives which a single organization might not had considered themselves (Huxham, 1996). The divergence need to be carefully handled, since otherwise the collaboration might end up unsuccessful. Huxham (1996) formulates the challenges with collaboration in the following way: “... *collaboration, at best, tend to need to spend unusual amounts of time in reaching understandings and agreements compared to other situations, and at worst become embroiled in misunderstanding and conflict.*” (Huxham, 1996, pp. 5).

Leadership is important to overcome the challenges and instead take part of the collaborative advantages (Vangen and Huxham, 2003). Huxham and Vangen (2000) have identified two challenges when implementing common leadership assumptions into a collaborative context. First, as mentioned earlier, there is not always a leader-

follower relation existing. Second, it does not have to exist any common or specific goals within the collaboration. These conditions distinguish the demands on the leadership required in a collaborative context (Huxham and Vangen, 2000).

4.4.2 Management to enhance successful collaboration

Vangen and Huxham (2003) describe two perspectives of leaderships which should both be practiced if taking advantage of the collaboration; *facilitative*, and *directive*. The facilitative approach pictures the manager in a role of: “...*supporting the members to work effectively with each other. The key sentiment is the focus on activities such as allowing all members to have a voice and seeking consensus with regard to shaping the collaborative agenda*” (Vangen and Huxham, 2003, pp. 70). The directive approach puts the manager in a supportive role: “...*leadership is a facilitative activity suggesting the need for relational skills such as patience, empathy, honesty and deference*” (Vangen and Huxham, 2003, pp. 70).

Pistis et al. (2004) argue that synthesis in the collaborative relationship is necessary in order to perform an effective and successful collaboration. Synthesis is a deeper form of collaboration where interorganizational relationships are established. According to Pistis et al. (2004) this requires specialized management skills. The conditions which should create a base for interorganizational synthesis in a complex context were identified to be: *governmentality, trust, leadership, key resource areas, vision and mission, contract, technology and expertise, centrality, alliance culture and collaborative cognition* (Pistis et al., 2004). The model also includes a core, which these building blocks circulate around. The core contains of *discursive rationalities* and *power/knowledge*, which affect how the other conditions are met and highly influence the outcome of the interorganizational collaboration and the degree of synthesis.

4.5 Project based organizations

A project is performed within a time frame, with a start and an end. Further, it has defined objectives and limited resources (Pinto, 2013). Due to these characteristics, a project is different from a process, which is considering the everyday activities. This need to be recognized to create a better understanding of how projects work. Some of the identified features of projects are that they are very useful for creating innovation, they provide a platform for change and they enable organizations to work across internal divisions or even cross the organizational limits (Pinto, 2013). Tyssen et al. (2013) highlight five characteristics in the temporary organization: *temporariness, missing/ambiguous hierarchies, changing work teams, heterogeneity of members and unique project-outcome*.

4.5.1 Management of project based organizations

The leadership required to manage a project based organization is very different from the kind of leadership required to manage a usual non-temporary organization (Tyssen et al., 2013). The project manager is managing the project and the project team from start to end and makes sure that the project objectives are reached (Pinto, 2013). According to Pinto (2013), project management should be seen as a partnership between the manager and the project team, rather than a usual leadership. To develop

this partnership relation, there are four things that are critical: *exchange of purpose, a right to say no, joint accountability and absolute honesty* (Pinto, 2013). There is a need for every part to participate in creating the project objectives and vision. It is also important that every member in the team feel that it is accepted to disagree. Further, the project is a shared responsibility between the participants and lastly there is a need for an open and authentic climate, where everyone act in honesty (Pinto, 2013).

The project manager cannot carry out and succeed with a project alone, the whole project team needs to perform well (Pinto, 2013). Pinto (2013, pp. 203) states that: *“Successful teams share common underlying features, including a clear sense of mission, an understanding of team interdependencies, cohesiveness, a high level of trust, a shared sense of enthusiasm and a results orientation.”* This statement proposes that it is important that there is a mutual understanding and total acceptance of the mission of the project (Pinto, 2013). Additionally, it is beneficial if the team members are aware of the interdependencies within the team and that they understand how the whole team is working together. Cohesiveness refers to the importance of the team to perform as a team and not just as individuals. Trust is sometimes hard to develop and it may take time, but is necessary for the team to work efficiently. If the members trust each other they feel comfortable and accomplish more together. The shared enthusiasm creates motivation and commitment to the project and the work environment is judged to be important for increasing the enthusiasm. Finally, every member of the team has to be prepared and willing to do what it takes to reach the objectives. According to Pinto (2013), the project manager can affect all these prerequisites and thus increase the opportunity for the project outcomes to be aligned with the project objectives.

4.6 The influence of power

As described in Section 4.4 and Section 4.5, it is challenging to realize successful interorganizational collaborations and projects. This is due to different reasons, but it is clear that many of the identified challenges in both cases have to do with authority and power (Pinto, 2013 and Pistis et al., 2004). According to Clegg et al. (2002) power is built into the organizational structure. Hence, power relations are always present, in every organization, at every time. The presence of power and power relations should according to Kornberger and Clegg (2011, pp. 138) be seen as: *“...productive and positive, not merely as restrictive and negative; they are constituted in those techniques, entanglements and practices that constitute the normalcy of everyday life”*. In other words, these power relations constitute as both something beneficial as it adds efficiency into a relation, but also as something that could hamper and hurt the relation (Kornberger and Clegg, 2011). Thus, power need to be understood to manage collaborations and projects well.

In an urban context there is a presence of political and governmental power (Johnston and Clegg, 2012). This power can be practiced in many ways, but the political power is not independent of the other actors in an urban context. On the contrary, the success or failure of politically initiated projects are very dependent on the support, or absence of support, from key stakeholders. In addition, both knowledge and economic resources can be identified as common sources to power (Johnston and Clegg, 2012 and Kornberger and Clegg, 2011). Knowledge or expertise is by Kornberger and Clegg (2011) argued to be very powerful and can even justify that decisions are taken against democracy. The power of economic resources is exemplified by Johnston and Clegg

(2012, pp. 6) in the following way: “...other stakeholders, particularly those controlling resources such as capital, which are key to economic power relations, can provide opportunities for episodic domination within networks and alliances as they form around projects”.

4.6.1 Strategy as power

Strategizing could be described as the creation of a visionary description of the future and also gives a plan of action and the way of getting there (Kornberger and Clegg, 2011). Thus, Kornberger and Clegg (2011) argue that strategies should not be seen as a “neutral tool”, but rather as a powerful tool. Further they state: “...strategy can be seen as a discourse which has its own specific conditions of possibility and that these conditions enable certain ways of acting while at the same time they restrict other actions” (Kornberger and Clegg, 2011 pp. 137). In a study they concluded that one learnings was: “strategizing and organizing are complementary practices” (Kornberger and Clegg, 2011 pp. 157). To successfully implement a strategy, the organization have to be understood when developing the strategy (Kornberger and Clegg 2011). If not, the strategy will be very hard to realize. It is also of great importance that the organization is aware of the effects a strategy will have on the organization and what the current way of doing things is. The organization need to be open for changes and able to adopt new behaviors in order to realize the strategy.

4.7 Summary of the theoretical framework

In Figure 4.1 below, a model consisting of the main topics that have been developed in the theoretical framework are presented. Each topic is followed by bullet points highlighting the most relevant parts. The model is used for the discussion to make sure that all aspects from the theory are considered.

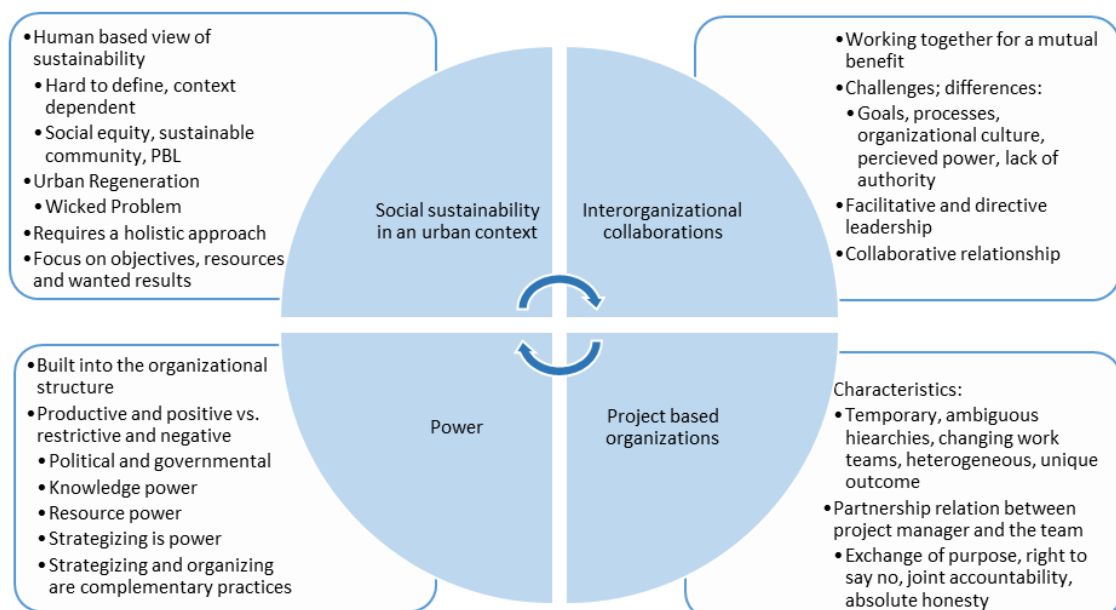


Figure 4.1 Model with the topics developed in the theory.

5 Empirical Results

In this chapter, the results of the case study will be presented. The findings from the interviews performed with respondents from the consortium companies, the City Planning Authority (CPA), the Traffic and Public Transport Authority (TPTA) and the Parks and Landscape Administration (PLA) will be presented. The interviews included several topics, such as the vision, social sustainability, the working process and challenges/learnings. Besides the direct questions regarding social sustainability, the concept was underlying in many of the other questions as well. The results are divided into different categories, which have been developed in consideration to the aim of the study. The different categories are; social sustainability, the vision for Frihamnen and the Frihamnen project organization.

5.1 Incentives to apply for land allocation 1

The respondent from the CPA believed that the general reason for the eight companies to participate was that they have a social engagement and want to be a part of planning a socially sustainable city. Respondent 2 stated: *“What we like about the ambition is that it is going to be a diverse city, not a business area, but a mix of accommodations, a hotel, facilities and schools”*. Respondent 2 and Respondent 6 expressed that they want to participate in the development of a completely new urban area. Further, Respondent 8 said that they want to be a part of a test arena, contribute with their existing knowledge as well as learn from the process and develop the rental apartment as a product. One of the companies’ serves the public good in Gothenburg, and thinks that the public good should exist and be represented in the whole city. They should build for everyone, everywhere and not just in the outer parts of Gothenburg. Respondent 5 concluded this to: *“...all of the consortium members, we really want to be a part of this project, we have applied and entered with concepts, or business models, of how to solve these questions”* and meant that even though there might be differences in the involved companies business models, they all really want to be there and contribute with their knowledge and make the area a sustainable district.

5.2 Interpretations of social sustainability

To start with Respondent 5 stated: *“When it comes to the sustainability questions, the turn has now come to social sustainability. We are pretty good at the environment, the economy is solved one way or the other, but with the social dimension, we have some more to learn”*. Furthermore, several of the respondents said that even though they knew of and had some prior knowledge of social sustainability, the focused approach which they are using when working with social sustainability in Frihamnen is new. The respondent from CPA reflected on the impact of the focused approach: *“The definition of social sustainability has not changed, but it has become clearer and concrete what it can imply, I think. For me it has always meant socially diverse and integrated, and to discourage segregation. And that is the main line of what we can do”*. Respondent 5 said that you always learn something new when working in projects like this, and mentioned the rental model as an example which they have not worked with before. In addition, Respondent 6 expressed that: *“I have a lot of previous knowledge [...] but you*

are never fully trained. And it is no rocket science, it is about pretty fundamental attitudes towards people”.

5.2.1 The General Definition of Social Sustainability

When it comes to the definition of social sustainability, all of the respondents expressed that social sustainability concerns accessibility and inclusion of everyone, no matter of economy, background, culture, age, sex or religion. Further, Respondent 4 argued that: *“If you plan for the ones that might not have the best prerequisites, it usually turns out pretty good”*. Some respondents also embraced aspects such as integration, preventing segregation, democracy, and open spaces for everyone, mobility and creating a safe environment. In addition, some of the respondents were not as specific in their definitions and associated social sustainability to sustainability, referring to ecological solutions such as energy demands, food waste, etcetera. Älvstranden Utveckling discussed the definition of social sustainability in the following way: *“We start from RiverCity Gothenburg vision, the budget from the Municipal Council and use data from ‘An Equal Gothenburg’. We do not have an adopted definition, but create one from case to case.”* Most of the respondents applied the concept to their main focus areas. For example, respondents working with the development of apartment buildings mainly talked in terms of socially mixed housing, affordable rents and similarly. Further, the respondents’ views of social sustainability were mainly applied in connection to items which will become reality on the Frihamnen site. This is further described in the following text, Section 5.2.2.

5.2.2 Translation of social sustainability to the Frihamnen context

The gathered view of social sustainability in Frihamnen, within the consortium and the different administrations, can be summarized into the topics of integration, strategic place building, living ground floors, meeting places, accessibility, mobility, safety and a diverse city; a city for everyone. This was by several of the respondents encapsulated into the importance of having a holistic approach, hence embrace the whole area, create collective solutions and secure the inclusion of everyone in the development of Frihamnen. Also, having all ages, ethnicities, cultures and so on in mind when planning the area is another important perspective of the holistic approach, which many of the respondents brought up as contributing to the social sustainability of the area. When asked about social sustainability in Frihamnen, the representative from Älvstranden Utveckling expressed the following: *“In Frihamnen, social sustainability deals with concrete methods for antagonizing living segregation in new development through our work with building cheap rental apartments. The work with the Jubilee Park and strategic place building is a good example, where we according to a conscious strategy give space for social groups which are not included in the central city today. We will also work with living ground floors and a well-functioning everyday life regardless of income or social status”*.

The respondents also highlighted that Frihamnen is not yet finished and that there are many issues left to solve. So far, the respondent from the CPA is very happy that they have opened up Frihamnen and made the area visible to the people in Gothenburg and that they have stuck to the testing areas socially mixed housing, climate strategy and mobility through the whole process.

5.2.2.1 A diverse district

The socially mixed housing planned in Frihamnen and the importance of a variety in apartments, activities and companies at site, got a lot of attention in many of the interviews. The respondent from the CPA said: *“Our task is to enable and contribute to create prerequisites for a more diverse and integrated district. And with that, the rents and the ownerships are very important; do you buy your apartment, or do you rent it, and to what cost? So if you have that mix, it already gives better prerequisites for a more diverse area”*. Respondent 5 also talked about socially mixed housing and what it can do for the society as a whole: *“... this will integrate us more and I think that this is good for the whole society. [...] then you will meet all kinds of people, which will increase knowledge and tolerance and an understanding that we are all different and that that can be a positive thing. [...] I think that that is the core in all this”*. In addition, Respondent 1 said that the theme group “Socially Mixed Housing” was created about half a year, a year into the project, since they saw that it was a very important topic for the whole area. The same respondent also thought that everyone seemed to agree on the fact that socially mixed housing is a prioritized issue in the project, even though not every member is working with this in their own companies.

The respondent from Älvstranden Utveckling expressed that: *“...socially mixed housing is a national example. [...] We have started an increased awareness and discussion about this. Who is able to live in new developments in the central parts of the city? For who are we building the city and its services? In comparison with earlier projects within Älvstranden, Frihamnen and also Masthuggskajen is a great advancement.”* Respondent 4 agreed that socially mixed housing is very important but also highlights that it is only one part of the project: *“... socially mixed housing, it is only one part of what we are doing. There are probably many who has this as a large interest and we are good at directing the focus towards it, ergo we are good at communicating the socially mixed housing”*. Despite the large focus of mixing, some respondents implied that the mix of apartments and residents in the same buildings might, due to various reasons for example resources, not happen to the wanted extent. Further, socially mixed housing was identified as a challenge by Älvstranden Utveckling, who meant that it has been challenging to solve the distribution criteria for the rental apartments and secure the long-term perspective juridical.

5.2.2.2 Modern mobility

Several of the respondents expressed that they have worked a lot with different mobility solutions on site to reduce the amount of cars in the area and make it accessible for everyone. The parking number in the area, which is currently set to 0, 12 cars per dwelling according to several interviewees, is mentioned as a key issue. The low number is something which is viewed as supporting the goal of less cars and increased safety in the area but also adding some extra challenges regarding the accessibility. The respondent from the TPTA talked about the traffic strategy, which is a document that the municipality and the TPTA have created: *“It is in many ways about reducing the amount of travels by car and increasing walking, biking and public transportation. About creating attractive, safe and secure urban spaces where people want to be, both to stay and where different kinds of communication means can be.”* According to the respondent from the CPA, mobility is also one of the most important questions for the

municipality: *“The central location contributes to a lot of possibilities; you can establish a behavior from the start and the urban form facilitates a daily life without a car. But it also has to be complemented with other mobility measures, and if you think about it as a whole from the beginning, there is a good chance that it will actually happen.”* Further, the respondent expressed that the mobility issue is important throughout the whole process, since people have to be able to access and live in the area from day one, something which was identified as a great challenge by many of the respondents. When talking about the accessibility to Frihamnen, Respondent 5 said that *“It has been an inaccessible area, but bus 55 and bus 16 pass by there already and that is thanks to Älvstranden Utveckling who have fought for it.”*

Some of the other interventions discussed regarding mobility are public transportation, car pools, bike pools (as well as pools for cargo bikes), shuttles from the opera to one of the piers (which is one of the most important topics according to many of the respondents), bridges between the piers and good bicycle and pedestrian paths. Respondent 4 further discussed the requested reduction in cars, and meant that it is a choice of lifestyle, and connected it to the efforts concerning socially mixed housing: *“How will this be perceived; what kind of area will this be? Will it only be families with children, ergo will it only be hipster children who will live here or will it only be retired people, or will we get the mix that we want? Well, come back in 20 years and then we can see how this has turned out.”*

5.2.2.3 The Jubilee Park and strategic place building

The Jubilee Park has an important role when it comes to creating a district for everyone, which for example the respondent from Älvstranden Utveckling expressed. The respondent from the CPA said that: *“The Jubilee Park as a public meeting place is also an important target, since it should serve as a living room for all of the people in Gothenburg.”* Respondent 2 argued in the same way and expressed that: *“After the socially mixed housing, it is very important with meeting places where people can meet and the Jubilee Park is really important. Maybe it can attract people who live in Backaplan and Kvillebäcken to meet each other.”* The same respondent also added that in social sustainability, it is important to create nice meeting places, where we all feel welcome, and which are accessible for everyone and have room for children, but also for elderly. One idea, mentioned by several respondents is to co-use the schoolyards as parks in the evenings and weekends. Even though this solution requires some extra efforts and cooperation between the involved administrations the expectation is that it should be reality. In addition, one respondent added that in the beginning, one idea was to create pocket parks within the blocks. Due to the political decision of increasing the GFA from 400.000 to 500.000 there have been changes in the block structure and the pocket parks are no longer present in the detail plan.

The strategic place building in the Jubilee Park is by some of the respondents mentioned as a good way of working with social sustainability, spreading information of the area and engaging people. The respondent from the CPA described strategic place building in the following way: *“It is about making use of the space before it is built, which also gives input to the planning since then you start to understand how the place works. The fact that the sauna and the swimming bath already exist is one kind of first prototype for the final park, it gives a kind of spinal for the area.”* and further talked about the importance of engaging citizens and having a dialogue with people who might usually

not be talked to, to create a place for everyone and to understand how a socially integrated place could work; on what conditions, what are the needs, etcetera. Respondent 7 also talked about the open calls, where specific groups have been invited into the development of the park, as something that is important to continue with in the future work of the park.

5.2.3 Consensus and influence regarding social sustainability

When discussing if the consortium has a shared view of social sustainability there are different opinions. Respondent 9 emphasized the importance of the workshops when agreeing on a united definition: *“They have been very important, because then we have to agree upon a description of it in the workshops, at least what we mean. When participating and arguing and discussing in the workshops, then everyone have to shape up and clarify what they mean, what you think is important and what you see as necessary solutions in order to accomplish that.”* Further, some of the respondents said that they have a somewhat coherent view of the concept within the consortium. The conception by Älvstranden Utveckling is partly aligned with these respondents, as they experience that the consortium members are united to a big extent but that it might differ to some extent. On the contrary, some claimed that there is a quite large difference between the interpretations of solutions for a socially sustainable area. As an example, respondent 8 expressed: *“We are unified in rental models, but in some areas there are still a lot missing”*.

5.3 The vision for Frihamnen

All the actors seemed to agree that the vision for Frihamnen is necessary and significant to have for the success of the project. The presence of the RiverCity vision was mentioned often as well. The respondent from the CPA expressed that *“The RiverCity vision has been an extremely good support and it is the vision we are realizing. That it is decided in the municipal executive board above the party frontiers is also very crucial”* and referred to if there would be a shift in leadership. The respondent continued with: *“...it is not super clear in how the solutions should be done, but it is more of a direction and a way of working, a method, a process”* and that *“...the great strength in it is probably the work that has been done and that it is based on citizen dialogue with 3000 persons in Gothenburg.”* Further, Respondent 5 said that *“... we always have the vision with us. That is a great benefit. [...] Green, dynamic and inclusive, these are really good words actually, which you can base many things on”*. Further, many of the respondents expressed that the specific vision for Frihamnen has been particularly essential as it contains common targets and ambitions for the area of Frihamnen. As an example of this, the respondent from Älvstranden Utveckling said: *“The opportunity of reaching the vision increases as it is developed in cooperation with the developers”*.

5.3.1 Interpretations of the vision for Frihamnen

The interpretations of the vision for Frihamnen differed to some extent between the respondents. For instance, two of the respondents admitted that they were a bit unsure what was meant by the vision of Frihamnen. Respondent 4 said: *“I have to admit that*

I had to google when I first got your question to see which vision was meant, because there are quite many different visions available”, and further explained that there are several visions or steering documents to follow. In addition, many of the interviewees referred to the RiverCity Gothenburg vision. The sustainability manifesto for Frihamnen was also mentioned by some respondents. Among these was the respondent from Älvstranden Utveckling, who explained the development of the vision for Frihamnen in the following way: “For Frihamnen there is a manifesto that is a concretization of the RiverCity Gothenburg vision for Frihamnen. With the manifesto as a base, sustainability goals and interventions have been developed in cooperation with the consortium and the administrations in the municipality.”

Despite some confusion regarding the visions, there were two often mentioned themes in the answers; unite the city over the river and creating a place for everyone. The first theme referred to the possibilities of developing a new urban district next to the Göta River and thus unite the areas in the city. Respondent 9 defined the vision of the RiverCity Gothenburg in terms of: *“...develop the areas around the river, to make it inner-city and that it becomes a dense and green inner-city”*. It was clear in several interviews that the river is seen as a barrier in the current city which now is possible to overcome. The second identified theme concerned the ambition of making Frihamnen a place open for everyone. In the interview with Respondent 5 the following quote was made: *“...to mix up the area with both residences and businesses. To build a “city”. This is very important for the city to work. If we do as we usually do, then it becomes very segregated and it becomes a VIP district for a few, which is not how it should be. So this social mixing is a very important approach and a very good approach according to me.”* Respondent 8 also included the focus on social mixing when saying *“Connect the city, bond the city and make it available for everyone - with a focus on social variety.”* This is also expressed by the respondent from Älvstranden Utveckling: *“The social sustainability, to build a city for everyone, the children perspective and inclusion is clearly emphasized”*. Respondent 6 concluded the diversity theme by saying *“If you mix people with different socioeconomic prerequisites, then I think you will get a better urban district, which is also what I think has been the most exciting thing about this project.”* The diversity of the area is according to many of the respondents planned to be accomplished through the socially mixed housing, greenery, many different mobility solutions and a variation in activities and services provided.

It is also apparent that there exists a divergence in their priorities. Similarly to the interpretation of social sustainability, the individual focus of each respondent seem to be related to their business interest. The conception by Älvstranden Utveckling is that the consortium members to a large extent have a common interpretation, but that there are details that distinguish them.

5.3.2 Level of ambition and its attainability

As stated before, there are partly different views and interpretations of the vision for Frihamnen. Despite that the interviewees are rather united on that the level of the vision for the project is high, but not unreasonably high. Several interviewees mentioned that it is good and important to set high targets to reach as high as possible. Respondent 4 commented the level of ambition: *“Yes, it is great to stretch the bow.”* Another thought about the vision from Respondent 7 sounded: *“Yes, I think that it is very well established actually. It does not feel like bunkum which is not reachable [...] but rather it feels like something to work from.”*

Despite the respondents' positive attitude to the level of the vision, they are also quite agreed on that it is hard to predict if it is possible to reach the targets. Many of them said that it is too early to tell, but also that they are fighting hard to get there. Some of the respondents emphasized that it is crucial that the people involved in the project are willing to take risks and trying new solutions. Respondent 6 thought that: *"It is a high set vision, according to me. It is not at all impossible to reach, but everyone really need to work in the same direction."*, and Respondent 1 expressed: *"...I cannot answer if it is possible to reach the vision in that way, but you have to risk. You really have to risk."* Moreover, both Respondent 2 and 3 said that it is a very high set vision and in order to reach it, it is important to look over the economy of the project, since the economy has great impact for the project to succeed. Respondent 2 also added that they have a good dialogue about this with Älvstranden Utveckling and that they are working on different solutions. Respondent 8 expressed that *"The vision is achievable, but we are feeling that Älvstranden Utveckling is sprawling in their goals and want to implement many things, but that they are not 100% loyal to their model."* The tight time schedule is also brought up in some of the interviews as a hinder for the vision to be reached, where for example Respondent 5 expressed: *"The vision is really good in its height, and then we have to see how much we can do because of the time pressure"*.

5.4 The Frihamnen organization

Most of the consortium members stated that they have worked in a consortium before. Though, the interpretation is that the size of the Frihamnen project leads to quite many differences which then demands another way of working. Furthermore, Respondent 8 said that they have worked in many consortiums before and their impression of the Frihamnen consortium is that the steering organization Älvstranden Utveckling is not that open and transparent in comparison to other projects. The membership in the consortium put demands on the organization and Respondent 1 described the situation: *"...sometimes we get lost and we have to reflect which role we are currently working in; is it as the company or as a member of the consortium? Sometimes the focus point may differ, this is what the company want, but for the consortium another solution might be better. So then you have to contribute with a solution which is not the most preferable from our own perspective"*. Respondent 4 discussed the rather new way of working in a consortium as well: *"It is challenging towards classical planning, where someone is sitting and making decisions."*

5.4.1 Perceived performance of the consortium

Many of the respondents indicated that the dynamic and the collaboration within the consortium have worked well, while some hinted that there have been some conflicting desires and that some actors have more power. The respondent from the CPA expressed that: *"The process between them needs to be developed, how to operate it and how to get them more united."* The same respondent also said that since they have not been able to become united enough, the zoning plan will have to be quite general. Respondent 8 meant that there has been a lack of understanding between the companies and that the individual goals of each company have sometimes been more important than the wholeness of the project. The respondent from Älvstranden Utveckling has recognized this as well: *"The ones who have the most knowledge take more space"*. Respondent 6 also continued this with saying that in the beginning of the project, they

all had the same possibility to affect the decisions, but as it gets closer to 2021, this has changed and shortcuts are being taken in the decisions that does not benefit the consortium as a whole. Others were very satisfied with the collaboration and thought that the power and influence have been equally distributed.

Many of the respondents expressed that they think that the collective land allocation, predefined demands and the consortium have positive effects on the end result in comparison with the regular approach, which the respondent from Älvstranden Utveckling agreed with: *“By having a land allocation with specific demands regarding number of parking and rental level, we will come a long way in creating fundamentals. We will get good innovation and creativity from the market actors by working in this way. The plan will harmonize the social ambition. We will get cooperation partners who share our view of the visions, which is crucial.”* Many of them also mentioned that cooperation and joint development of the whole area have pushed them to create a common agenda and take bigger responsibility than usual. Respondent 5 said that: *“I think it is very necessary indeed. Because you have to be committed, understanding and engaged in this project in order for it to succeed.”* In addition to this, one of the respondents from the municipal administrations expressed that one of the ideas with having a consortium is that the city should take a step forward as well and do more than they usually do: *“When you know that I will do more than usual, and I know that you will do more than usual, and we both will feel that it will be much better for both of us, then we are creating a good climate.”* Both Respondents 2, 5 and 6 also raised the positive effect of mixing several actors and that the mutual learning and exchange of experience is beneficial for the development of the project. However, there are also some challenges with the close collaboration and high degree of early involvement. Several of the actors pointed out that it is resource demanding. An additional challenge, according to Respondent 2, is that the individual company cannot affect the timescale and planning as in a self-driven project. Respondent 1 and 2, emphasized that it takes time for a new group to collaborate in a smooth way and develop a common agenda. Respondent 1 meant that if the same group would work together again, they should be able to start from a higher level than they did in this project.

5.4.2 The role of Älvstranden Utveckling

Älvstranden Utveckling has a steering and significant role in the Frihamnen project, especially since they are claimants and the landowner. Their role, value and function for the project was something often mentioned by the other respondents in the interviews. The respondent from Älvstranden Utveckling explained their role: *“We are the interface between the market and the political will”*. Among the consortium group, the opinions and attitudes towards Älvstranden Utveckling’s role and function differed somewhat. Some of the consortium members were overall positive with their performance, while others were less satisfied. However, many of the respondents regardless of their opinion of their performance, expressed that they have an important and uniting role and that they carry a heavy load. As an example of the positive response, the work with developing the sustainability manifesto is mentioned and that they are having an open dialogue. Respondent 2 argued that a strong and distinct leadership is essential in such a large project and that it is also important that the city has the command.

However, one of the critical voices regarding this topic implied that Älvstranden Utveckling has not been transparent and open enough, which partly has affected their trust towards them. The respondent expressed that Älvstranden Utveckling has sometimes hesitated: *"They do not have distinct rules and are not following them always."* Moreover, Respondent 1 was partly critical to the work performed by Älvstranden Utveckling and questioned that economical questions have not been highly prioritized by them. In their opinion, the economical responsibilities are important to be aware of in each question, but in their view, Älvstranden Utveckling has not been that interested in solving these question at an early stage, which sometimes have led to doubts and confusions among the other consortium members. Respondent 3 expressed that there has been too much steering on a very detailed level.

5.4.3 Cooperation with and within Gothenburg municipality

One reoccurring topic was that the municipal organization in Gothenburg does not have the resources for these large urban development projects, which have affected the efficiency of the process. Many of the respondents mentioned that the current organization is slow and complicated, which may impact the success of the Frihamnen project. One of the greatest concerns among the respondents was the way that the administrations and boards have worked in relation to each other, or mostly not in relation to each other. Respondent 6 is mainly critical to the collaboration between the administrations and that they were not fully included in the beginning of the project: *"It has to do with the interaction between the administrations. If you decide to do an urban renewal, then you have to gather everyone. Everyone have to work for the same goals and everyone have to start from the same base."* Further, the respondent mentioned the organization of the municipality in Gothenburg: *"...there is definitely a challenge in the way Gothenburg is structured, where there are quite powerful different units and departments"*.

One of the interviewees representing one of the municipal administrations was also a bit concerned about the collaboration between the different administrations. The respondent expressed that they of course intend to have an effective and a good collaboration, but that the municipal organization and steering sometimes prevents it. Further, the respondent thought that a distinct leadership from the top and a plan for how the individual administrations should collaborate is necessary to prevent everyone to just work individually. The respondent also mentioned that the relation between the Frihamnen project and the greater RiverCity Gothenburg project, which is not operated as a project within the city, is sometimes confusing. Both the respondent from the CPA and the respondent from Älvstranden Utveckling discussed this as well, where the latter one said: *"A more centralized planning organization with the same target is needed here. Today, all of the administrations have "their" topics. There are many conflicts of interest which need to be overbridged."*

After some time into the project, the inefficiencies described above were identified and the CPA requested a new outline, where they could gather all of the involved boards in the same meeting. When all the six boards were gathered, they could go through the current proposals together, discuss their different opinions and each boards' goals. It was obvious that there are differences in aims and goals, but when meeting all together the anchoring and work went much more efficient. Respondent 6 commented the development of these meetings: *"Since around a year back, there is a political steering*

committee and also an official advisory committee among the larger administrations and boards who are involved in the project. And that I think is really good. [...] you could say that the important thing is if the boards decide to do something, then it has to permeate straight down through the organizations.”

The respondent from the CPA expressed that the collaboration and prioritization between the administrations is one of the most concrete learnings in the Frihamnen project so far and that “...we would have needed a project organization for real, all the way, all the administrations which are part of this and work collectively. [...] then we could also have used the opportunity to learn from each other in a smarter and easier way”. One respondent from one of the administrations expressed that the City of Gothenburg is currently working on how to facilitate and improve their organization and to do that they are developing a new project management model for urban development projects. The respondent from the CPA also confirmed that the City of Gothenburg is aware of its issues, where the respondent commented the municipal organization: “...not thanks to Frihamnen, but to all these large urban development project currently going on, the municipal organization has noticed that it is not really prepared. Then you have to evaluate, in order to improve and create a better implementing organization. “

6 Discussion

In the following chapter, the discoveries from the results will be discussed in relation to the theoretical framework. The main findings, which will be further discussed below, are that the respondents are agreed in the concept of social sustainability, but differs in how it should be achieved. The actors are mainly agreed in the vision, but some tensions and differences in the interpretation of it are visible. In the phase of developing the detail plan for the district the preconditions for a successful collaboration exist, despite that the collaborative problems seem to be growing.

6.1 Social sustainability in Frihamnen

As described in the theory, to define social sustainability can be a quite ambiguous task (Colantonio, 2007; Gustavsson and Elander, 2013). Despite that, the results from the case study demonstrate that the overall comprehension of the subject among the involved actors is rather agreed. More specifically, social sustainability is described as integration, inclusion of everyone, democracy, public spaces, a diverse area, a safe environment and a holistic and long-term engagement. These aspects are overall in line with the definitions given in the theoretical model and will be further discussed (Dempsey et al., 2011 and SKL, 2010). The united consensus of the concept between the interviewees can be accounted for as a success, which indicates that the development and the knowledge of social sustainability is advancing. Many of the interviewees stressed that the workshops held in 2015 were very helpful in creating a common ground of the concept of social sustainability and the project.

6.1.1 A diverse area

There is a gathered view among the consortium members that socially mixed housing has gotten a lot of attention and that it is one of the main aspects which will become reality in the area. This is part of the bigger aim of creating a diverse area, where everyone, no matter of background, economy etcetera is welcome. This interpretation is in compliance with both the Swedish Association for Local Authorities (SKL, 2010), the Swedish Planning and Building Act (PBL) and Dempsey et al (2011). Dempsey et al (2011) for example define one of the two categories within social sustainability as social equity; inclusion of everyone and giving everyone the same possibility to be a part of the community, which the urban environment should foster and not prevent. This part is also described as something that concerns the accessibility of services and facilities and making it a well-functioning area for everyone, which many of the interviewees focused on as well.

A question concerning the variation though was whether the district will be as mixed and varied in its layout as is desired. Variation is by Nilsson and Hägred (2013) an important aspect to include and concerns; *getting a mix of functions, types of housings and designs of the buildings*, which were topics that the respondents expressed as well. Dempsey et al. (2011) argues that there should be no discrimination among the individuals, every individual should have the same opportunity to participate and live a good life, thus the urban environment should support and not prevent this. Älvstranden Utveckling is responsible for securing a variation in activities and services in the area, such as stores, restaurants, cafés and similar. Taking a holistic approach to assure this seems to be in compliance with the theory, but during the interviews it seemed like it is

still unclear how this variation will happen and to what extent. Variation of services is according to the authors above an important aspect when creating a socially sustainable area and thus there is a need to further clarify and secure this in the Frihamnen district.

According to the respondent from the CPA, the adhering of socially mixed housing is one of the biggest successes in the project so far, which in itself contributes to the social sustainability ideas regarding a long-term perspective. The fundamental idea of socially mixed housing seems to be that people from all different areas in the city, and people with different income should be able to live in Frihamnen and thus create a mix of people with different backgrounds. However, this focus on developing mixed housing will not by itself secure that there will be a variation of people. In the end, it is a question of who will “chose” to live in Frihamnen. From the observational meeting in Älvrummet, the question of whether people from different areas of Gothenburg will actually want to move to Frihamnen was brought up. According to the members of the consortium who attended the meeting, surveys have shown that people in Gothenburg seem to be quite happy with where they live and that many do not want to move. This could then prevent the wanted social mix, since people cannot be forced to move to Frihamnen. One of the interviews showed that the mixing of rental apartments and condominiums inside one building will due to practical reasons probably not happen. Instead, the mix of different apartments for this developer will be within the blocks, which then decreases the opportunity of creating a fully integrated area. This can be seen as a drawback, since the one of the ideas behind having a mix of apartments in the same building is that no one should know whether the people living there live in a rental apartment or in a condominium, thus reducing the risk of segregation within the area itself (Dempsey et al., 2011). In addition, one could ask if the area is attractive for everyone. The aim for the area is to include many innovative and new solutions, which will consequently put some demands on the people living in the district. This is further discussed under Section 6.1.2 regarding the mobility.

6.1.2 Mobility

One of the core subjects in the Frihamnen project is according to the interviews the modern mobility. This is in theory recognized by both Dempsey et al. (2011) and SKL (2010), where the importance of creating an environment which is available for everyone and which supports the possibility to live a well-functioning everyday life is emphasized. A mobility solution, which is described as a success within the consortium and by the involved administrations, is the connection between Götaplatsen and Backaplan through Frihamnen. This connection came up as a political wish after the first zoning plan was created, which meant that they had to redo the plan, but now many of the interviewees seemed to be very happy with the work that has been done there. This connection of parted districts in cities is also in line with Nilsson and Hägred's (2013) summary. Another outspoken wish is that the area should be accessible from day one. This have resulted in bus 16 and bus 55 which already pass through the area. In addition, a ferry will be used on the above described route, between the opera and Frihamnen. Later on, in an unclear set of years, there are thoughts on constructing a pedestrian and biking bridge for the same route instead of the ferry. The fact that the bridge will not be there from the beginning could be seen as a drawback, since the connection and the route between Götaplatsen and Backaplan is by many of the respondents seen as an important social aspect that affects the whole city. Having a

bridge from the beginning would then increase the accessibility and strengthen the connection with the inner city. In addition, this would unite the city over the water and increase the social sustainability of the city as whole, which is one of the main goals of the whole RiverCity Gothenburg project.

The parking number in Frihamnen is very low which puts certain demands on the rest of the mobility in the area. It also places requirements on the future residents of the area, since there will be limitations in car possession. One of the respondents stated that due to the lower use of cars, Frihamnen might attract people with the same lifestyles and become homogeneous. As described in Section 6.1.1, this is not the intention with the socially mixed housing. The idea behind less car traffic and increased traveling by bike, public transport and walking have its perks, such as a safe environment and less emissions of polluting substances. The fact that many of the ideas in Frihamnen seem to come from a quite homogeneous group can create a problem though, since they might not have the same penetration in different groups of people in the society. Owning a car can for example be a symbol of status for some, and the low parking number might then discourage them from moving to Frihamnen. At the same time as it is important to test new, innovative ideas to develop, it is also important to make sure that these ideas are anchored within the area and the people who will live there (Nilsson and Hägred, 2013).

6.1.3 The Jubilee Park and strategic place building

Dempsey et al.'s (2011) second category regarding social sustainability in an urban context concerns the sustainable community, which is about the wholeness of the community in the area and its ability to live in a sustainable way. A sustainable community is described as social interaction between its inhabitants and as safety and trust among these. These points are not possible to evaluate in Frihamnen yet, since the area is constructed from scratch. What can be seen regarding these ideas so far though, is that the creation of meeting places has played an important role in the development of the area. The meeting places which have gotten a lot of focus in the project concerns both spaces and common areas as well as parks for everyone. However, the idea of having common spaces indoors, which can be used for meetings and other activities still needs further consideration. The Jubilee Park seems to be the biggest investment regarding this topic so far and the co-use of schoolyards could be a good solution, which opens up the area. Some of the interviews indicated that the co-use of schoolyards is a problematic matter since it puts demands on cooperation across borders, and that this is still an issue where the solution is vaguely formulated. In addition, there were also ideas of having smaller, so called "pocket parks", throughout the whole area, to make it more green and available for everyone. However, as the block structure was changed, due to the political decision of increasing the GFA, they disappeared. This could again indicate that some of the socially good solutions which were highly prioritized in the beginning are due to other priorities being let go.

From the theory, other important aspects of social sustainability are about creating an identity and a sense of pride of the area (Dempsey et al., 2011). In the context of Frihamnen this could be connected to the strategic place building as well as to creating a vision for the area. The strategic place building has also contributed to spreading information about Frihamnen as well as making it available for everyone. According to Älvstranden Utveckling, having the context in mind when defining social sustainability is important, which is what they have tried to do in Frihamnen. This view is coherent

with both Hedenfeldt (2013) and Colantonio (2007), who argue in the same way. However, one can question the role of this initial approach, including strategic place building and the development of the Jubilee Park, since an identity is created which probably will change or disappear when the remaining area is developed.

6.2 A common vision in the consortium

The RiverCity Gothenburg vision was elaborated together with the inhabitants in Gothenburg, using a bottom-up approach where the citizens have been invited to dialogue. This is in line with Nilsson and Hägred's (2013) summarized point regarding influence and collaboration and the importance of involving the people who will work and live in the area. However, this is not the same as saying that the vision represents the ideas and wishes of every citizen, since there is a risk that a rather limited group of people with similar views have been participating in the process. This bottom-up approach is also in alignment with the theoretical model, since the local context is emphasized and a sustainable community is enhanced. According to the Swedish Association for Local Authorities, the block politic is a challenge, which aggravate the holistic perspective (SKL, 2010). Since the RiverCity Gothenburg vision is decided in the municipal executive board, the vision will probably stay even if a shift in leadership would happen. This was something that some of the respondents saw as very positive.

The aim of the workshops was to develop a common agenda for the Frihamnen project. Pinto (2013) and Huxham (1996) describe the importance of creating goals and collective objectives in order to create a good collaboration and reach aims or go further than the aims. These workshops were by the respondents described as very good, informative and inspiring. Social sustainability was an obvious theme in the conversations about the vision, probably since that has gotten a lot of focus in the area and in the project, and maybe also because that was the intended subject of focus in this thesis.

6.2.1 The content of the vision for Frihamnen

When asked about the vision and its content, it was clear that some of the respondents were very sure of their answer, while others were more hesitant. The fact that the asked question was open and could have several intends, such as for example RiverCity Gothenburg, the vision for the Frihamnen area, or the sustainability manifesto in Frihamnen, aggravated their ability to interpret it and come up with a clear answer. Nevertheless, the confusion might imply a tension in the collaboration and that they are not completely united in the understanding of the vision. This also highlighted as a challenge with interorganizational collaboration in the theory. The two most mentioned ideas were that Frihamnen should be open to everyone and that the area should unite the city. The river is seen as a barrier, which the municipality through Frihamnen and the other RiverCity Gothenburg projects want to overbridge. Socially mixed housing was said to play an important role in the vision. However, as some of the respondents highlighted there are many other important aspects as well, but the social mixed housing is very often communicated. This may indicate that there are some differences in the interests between the actors. Many of the respondents connected the vision to their own areas of interest. Huxham and Vangen (2000) identify this as both a benefit and a challenge since it is important for the companies to see their own winning, self-interest, when participating, at the same time as if they only think about themselves, it will create

a problem. The respondents seemed to agree that the vision is set very high, but also that in order to reach somewhere, it is good to have a high target. Many of them also said that it is too early to tell if the vision is reachable, but that they definitely are working for it.

6.2.2 Evaluation of the project

It was unclear if there exists a distinct process of how to evaluate the ongoing process and the final results, something which is not in alignment with theory. Some of the respondents argued that they are currently working on a process of how to evaluate the results. However, to measure improvements in the process, it is desired to clearly state and translate the wanted results (Pinto, 2013; Wallin, 2013), preferably as hands-on as possible so that they are applicable to the context (Gustavsson and Elander, 2013). This lack of defined wanted results and process for evaluation is not beneficial for the progress of the project, especially since the project is outspoken to work as a test arena. When trying innovative solutions it is necessary to evaluate and measure the results.

6.3 Collaboration beyond the initial phase

As described in theory, developing and maintaining socially sustainable solutions require a holistic approach, which in an urban context means that both public and private actors have to collaborate (Nilsson and Hägred, 2013). If the collaboration cannot be managed, the socially sustainable solutions will also be hard to develop. Therefore, collaborative challenges and aspects in the Frihamnen project will be further discussed and analysed in this section.

As previously discussed, the Frihamnen project organization seems to successfully have developed a collective understanding of what social sustainability concerns, which is in alignment with the theoretical model. Moreover, the organization have a somewhat common understanding of the vision and objectives for the Frihamnen area, even though some tensions exist. With that in mind, preconditions for performing a successful and effective collaboration are present (Huxham, 1996; Huxham and Vangen, 2000; Pinto, 2013 and Pistis et al., 2004). When continuing the work of realizing the vision, it is obvious that the collaborative problems are growing and that ideas are let go. In the last section of the discussion, the aim is to understand and identify the underlying features for the progress of the project.

6.3.1 Early collaboration and a holistic approach

By the respondents, it was obvious that the collective land allocation and creation of a consortium were considered to be important for the progress of the project. Further, this approach, often referred to as holistic, was considered by the respondent to be particularly suitable when working with social sustainability which is in alignment with theory (Nilsson and Hägred's, 2013 and SKL, 2010). As described in the theoretical framework, the developers are usually not involved in the developing process since that is a task for the municipality (Hägglund, 2013). The Frihamnen project incorporates a collective land allocation, which was performed before the creation of the zoning plan. The developers were allocated construction rights but not a specific site. Further, they constitute a consortium and are, together with the municipality, developing a zoning plan for Frihamnen. When the zoning plan has been admitted, the developers will

decide who is building where. The benefits according to the respondents are chiefly that everyone were regarded as taking more responsibility and commitment to develop the whole area as everyone are sharing the risks. This holistic approach, where several actors with different background are collaborating in an early stage, is also according to theory an important element when developing sustainable urban districts (Socialdepartementet, 2014 and SKL, 2010). According to Frantzeskaki et al (2013), Vangen and Huxham (2005) and Wallin (2013) interorganizational collaboration and inclusion of different actors, is regarded as necessary to solve the complex issues an urban development project includes.

Despite the many optimistic and positive comments regarding early involvement and interorganizational collaboration, there are also some more critical views. A critique from several respondents was that it is very resource demanding and also time consuming. Further the organizations lose some control over both time and money. These challenges are also described in theory by Vangen and Huxham (2005) and Huxham (1996), who argues that interorganizational collaboration: “...at best, tend to need to spend unusual amounts of time in reaching understandings and agreements compared to other situations, and at worst become embroiled in misunderstanding and conflict”. In the case of Frihamnen it is possible to identify hints that the larger and more resource strong companies are overall more positive and see the benefits with the collective land allocation and the consortium. The smaller companies are able to identify some advantages but in addition they see larger risks for their own companies. In addition the more experienced actors, regarding social sustainability, are also observed to have more power. This is confirmed in the theoretical framework where both resources and knowledge are identified as sources of power (Johnston and Clegg, 2012 and Kornberger and Clegg, 2011). The result might be that smaller and less resource strong companies will not have the same possibilities of participating in these large urban development projects. At the same time, the larger and stronger companies are less affected and have better possibilities to participate. The collective land allocation and the creation of a consortium can be argued to possibly lock out smaller and not that resource strong companies. Consequently, this decreases the opportunity of having a diverse group of actors involved in the early planning phases, which according to theory is necessary in order to succeed (Frantzeskaki et al., 2013; Socialdepartementet, 2014; SKL, 2010; Vangen and Huxham, 2005 and Wallin, 2013).

6.3.2 Predefined demands

Another important part of the land allocation performed in Frihamnen were the predefined demands, such as the low parking number and restricted rental levels. The benefits of this approach were emphasized by the respondent from Älvstranden Utveckling, who argued that it creates a common ground, generates innovation and secures motivation. This approach is also brought up as a possible solution to wicked problems according to Wallin (2013), who argues that it is essential to focus on objectives and wanted results. The results from the interview study indicate that predefined demands at the developing companies guaranteed that the selected actors were prepared and committed to solve these issues. It is also obvious that these two issues have gotten a lot of attention throughout the project. The approach was quite new and unproven according to the respondent from CPA, but afterwards it is now regarded to be one of the main learnings since it will probably secure that two of the main objectives will be realized in Frihamnen. As indicated in Section 6.1.3, there are other

initial ideas which have been let go, such as the pocket parks. This further highlights the impact of the predetermined demands, as those ideas and topics are kept. According to for example Pinto (2013), it is important that the project team have a mutual understanding of the mission of the project, which is ensured by setting early demands.

6.3.3 Collaboration and distribution of power

An urban development project is a complex issue which involves many different actors with diverse interests and background. As seen in theory, there are several challenges with interorganizational collaborations and project based organizations, which if not managed well can end in bad results for the project (Vangen and Huxham, 2003). Adding the subject of social sustainability into the equation puts even further requirements on the management and the collaboration. Starting from the very beginning, the interviews showed that the incentives for participating in the project are partly aligned. Every company seem to be motivated and see the project as exciting, challenging and innovative. These shared underlying features for the participation is according to Pinto (2013) one of the characteristics of a successful team. The participating companies have different backgrounds, which according to Huxham (1996) is an advantage with collaborations. In addition, Wallin (2013) highlights this when incorporating social sustainability. However, it is possible to identify several challenges that are hindering an effective collaboration

After the initial phase, it is apparent that even though the actors are agreed on a vision, they seem to have different ideas of how to realize the objectives. This have led to tensions and cracks in the collaboration and in the power relations have appeared. One respondent for example argued that there has been a lack of understanding between the companies and that the individual goals of each company have sometimes been more important than the wholeness of the project. As an example, the CPA expressed that the zoning plan will be more general than wanted, due to the actors' different views of how to realize the vision. This is not beneficial for the realization of social aspects, since clarity of wanted results is desired (Wallin, 2013). The CPA continued to argue that if the zoning plan could have been made more specific, it would have been easier for the municipality to steer the actors towards sustainable solutions (Hägglund, 2013). Now instead, there is a risk that some important aspects might be missed or overseen since no one will be responsible for making them happen. In other words, the developers are required to take more responsibility.

This tension is also confirmed by the respondent from Älvstranden Utveckling, who argues that there is a difference in power among the consortium members mainly due to the difference in knowledge. Another complexity identified by the respondents is the relationship between the consortium and the "parent" organization, which is also identified as a challenge by Huxham (1996). The different actors are not only representing the consortium, but they will always bring their own and their company's objectives, knowledge and missions with them which, even if unintentional, will affect the outcome of the project. The issue of unevenly distributed power within teams, is identified as an issue by several theories (Huxham, 1996 and Pistis et al., 2004). In the theoretical model one can understand that the perceived effect of the differences in power can differ (Kornberger and Clegg, 2011). In Frihamnen it seems to have a negative effect on the collaboration. Also, in the model presented by Pistis et al. (2004) the dynamic core of all collaborations is explained as discursive rationalities and

power/knowledge. Further, if the core is not stable the collaborative synthesis of collaboration will be hard to reach. As stated in Section 6.3.1, there are signals that the larger and/or resource strong companies are more satisfied and happy with the collaboration, which could according to theory imply that they have more power (Johnston and Clegg, 2012). This is not beneficial for the collaborative synthesis (Pistis et al., 2004), as this uneven power might lead to conflicts within the collaboration.

Furthermore, there are several external challenges which are increasing the complexity of the project. One respondent for example stated that the tight time limits have developed an unequal distribution of power among the consortium members.

6.3.4 Project management to manage complexity

Understanding that social sustainability in an urban context requires a holistic approach and collaboration between several actors, the role of project management in handling these collaborations can be questioned. Vangen and Huxham (2003) state that leadership is of great importance if a collaboration should end up successfully. Pinto (2013) and Tyssen et al. (2013) support the significance of management in performing successful projects. In the case of Frihamnen a lot of the collaborative challenges seem to be connected with the distribution of power within the consortium, due to their different backgrounds and preconditions. These aspects are identified in the theoretical framework and are manageable through “good” leadership (Huxham and Vangen, 2000). This does not seem to be perfectly managed in Frihamnen though.

In the results, it is obvious that there are different views of the leadership performed by Älvstranden Utveckling. Some of the respondents are very positive concerning their management and state that they have done a really good work, while others are more critical and claim that they are not transparent enough in their role. This split view of the leadership is not beneficial for the progress of the project (Pistis et al., 2004) and one could again identify that there exist tensions in the group. Some respondents even expressed distrust against Älvstranden Utveckling and that they think they might hide something or that they are not transparent enough. This is problematic, since in order to be able to reach the synthesis of collaboration trust is an essentiality among the members (Pistis et al., 2004). Everyone seemed to agree upon that Älvstranden Utveckling has practiced the *facilitative* (Vangen and Huxham, 2003) role in a supportive manner. As an example, many of the respondent highlighted the workshops, process leading and also the focus groups which have been good supports through the project. As understood above, their *directive* role is more challenged by the team. This aggravates, according to Vangen and Huxham (2003), the project organization to take fully advantage of the collaboration. Further, Pinto (2013) highlights four critical elements for the project management to create a partnership relation; *exchange of purpose, a right to say no, joint accountability* and *absolute honesty*. According to the result, the leadership by Älvstranden is not perceived as accomplishing all those, which then prevents a perfect partnership relation. In summary one can conclude that the management performed by Älvstranden Utveckling is not fully managing the challenges regarding interorganizational collaboration and project based organizations identified in the theoretical model.

6.3.5 The need of a supportive municipal organization

The municipality has a very important role for the progress of these large urban development projects (Hägglund, 2013). However, the results from the case study show that there is a general opinion that the municipality of Gothenburg is not equipped for these large urban development projects. According to the interviews, the municipality of Gothenburg is working slowly, their processes are too complicated and there is a lack of a holistic approach within the municipal organization. Many of the respondents expressed that the administrations' inabilities to cooperate and work across the divisions have cost the Frihamnen project several months in time. The respondent from Älvstranden Utveckling explained that: *"A more centralized planning organization with the same target is needed here. Today, all of the administrations have 'their' topics. There are many conflicts of aim which need to be overbridged"*. The municipality requests a holistic approach between actors in urban development projects, but their own organization does not seem to be acting in the same direction and instead prevent the holistic solutions. This is not in alignment with theory, which denotes that strategizing and organizing are complementary practices (Kornberger and Clegg, 2011). On the contrary, in the elaboration of RiverCity Gothenburg, the strategy for the future seem to have been developed without consideration to how the own organization should be managed to realize the strategy.

Fortunately, the problems stated above seem to have been discovered and identified within the municipality. According to the respondent from CPA and the administrative boards, the municipality is currently working on how to improve and rationalize their processes. The result of this improvement work can be argued to be of great importance for the further development of the city of Gothenburg. Without a municipality working across the boundaries, it will be hard for any urban development project to implement innovative and sustainable solutions, since these solutions according to theory demand a holistic approach (Socialdepartementet, 2014; SKL, 2010 and Nilsson and Hägred, 2013). This can be further supported by the study in Frihamnen, the respondent from the CPA expressed that the common meetings, where they gathered all six administrations, had a positive effect as they could discuss and work more efficiently.

Another aspect which was brought up in the interviews was the organization of the RiverCity project and its relation to the smaller partial projects, such as the Frihamnen project. Some of the respondent expressed that it is unclear how the structure is functioning and that it would be beneficial to create a larger and more distinct project within the city which is responsible for all the partial projects. Some respondents expressed that it is an insecurity about the many available steering documents.

6.4 Evaluation of strategies

In this section, the performance of the project has been compared to the urban development model described in the case study, Chapter 2.2, which should be used in the development of all the project in RiverCity Gothenburg. The comparison is seen in Table 6.1. The evaluation was performed by us and is based on the limited information given in the interviews. Further, the project is currently going on and therefore, this is not a final evaluation.

Table 6.1 Evaluation of the Urban Development Model.

Urban Development Model	Evaluation of Frihamnen
The vision is the hub <ul style="list-style-type: none"> <i>The vision and the strategies are the central principles.</i> 	Partly; the vision and the strategies seem to have strong positions in the project. However, one can also see indications of that some objectives in the vision are let go.
Holistic view <ul style="list-style-type: none"> <i>The pieces forming the city are dependent of each other.</i> 	Yes; since the project is currently working on common solutions for the whole area, the holistic view is apparent.
Learning <ul style="list-style-type: none"> <i>Innovative ideas and gaining knowledge.</i> 	Partly; there are currently no clear plans on how to evaluate the project and the outcomes. This will make it hard to learn and gain experience from the project. However, there are also many indications that the project is learning and trying new solutions.
Co-operation <ul style="list-style-type: none"> <i>Co-operation between different actors and sectors is necessary.</i> 	Partly; the different developers have different background and previous experience. Though, they are all working in the construction sector.
Involvement <ul style="list-style-type: none"> <i>Actions in the city should be pervaded by engagement.</i> 	Partly; in the initial phase there were a lot of involvement and new ideas were developed. However, the tight time limits and unequal power distribution seem to have resulted in decreasing engagement.
Leadership <ul style="list-style-type: none"> <i>A distinct leadership, political and operational, is necessary.</i> 	Partly; as seen in the result there are different opinions of the leadership performed by Älvstranden Utveckling. The facilitative parts seem to be managed rather well, but the directive role is not.

7 Conclusion

The purpose of this master thesis was to address challenges and beneficial aspects when creating good conditions for implementing social sustainability in the development of new urban areas. Social sustainability is an ambiguous concept, which is hard to measure and to see clear results from, at least in a short term perspective. The first conclusion from both theory and the empirical results is that in order to develop a socially sustainable urban district, it is important to have a holistic approach and collaboration between different actors.

So far, the involved actors in the Frihamnen project are united in the definition and understanding of social sustainability, which shows a progression from earlier theory. This common base is also seen as a good starting-point for performing interorganizational collaborations. The project currently contains several elements which can be seen as enhancing the social sustainability in the future district. Among these elements are the socially mixed housing, the involvement of citizens, the Jubilee Park and the large focus on mobility for everyone. It is also obvious that the project has down-prioritized many of the socially important ideas developed in the beginning of the project, such as a mix of rental apartments and condominiums in the same buildings and pocket parks. Further, as can be seen in Figure 2.9, Section 2.3.3, the project seems to be delayed as the admitting of the zoning plan has taken longer than expected.

The collective land allocation, the predefined demands and the creation of a consortium can be concluded to be the most successful components in the project so far. These approaches seem to have resulted in more engaged and motivated developers, which is beneficial for the project outcome. The collective development of the area requires the actors to think holistically and to cooperate across their own boundaries. This increase the opportunity for social aspects to be managed in a proper way and avoid being down prioritized. Having predefined requirements in the land allocation ensure awareness among the participating developers as they know what is expected of them. Further, they are compelled to realize the demands. The way that the definitions, ideas and objectives were elaborated within the project, such as through workshops and collective meetings is in compliance with theory. It is also concluded to be important when generating a common definition and agreeing on a shared vision.

As stated before, implementing social aspects request a holistic approach and collaboration between several actors with different backgrounds. In the study, this is also shown to be a big challenge. After the initial phase, the tensions within the project have increased, which is partly since the companies have focused more on their own objectives than on the collective goals. This seem to have originated in insecurity and distrust among the companies. One of the identified reasons for this seem to be de difference in size and experience of the participating actors. The larger companies are more satisfied and the smaller less satisfied, probably due to an unequal distribution of power within the collaboration. According to theory, this is not unexpected. However, it needs to be managed to ensure the success of the continuing project. To manage this challenge a transparent and honest leadership from the steering organization is needed.

The municipal organization was discovered to be another challenge in the project. The perceived non-supportive municipality in Gothenburg has delayed and obstructed the progress of the project. This study highlights the importance of a supportive municipal

organization which is able to work holistically and across the internal divisions to efficiently solve socially sustainable ideas. This holistic approach could be argued to be important in every larger urban development project. Since one of the core issues in Frihamnen is social sustainability and according to theory, using a holistic approach becomes even more significant.

Frihamnen is an urban regeneration project, which has the characteristics of a wicked problem. According to theory, one solution to wicked problems is to focus on outcome and wanted results. Further, setting measurable and applicable targets in the project helps to continuously evaluate and improve the process and the outcome. However, it is also recognized that measuring social sustainability is difficult. The result indicates that it is unclear how the Frihamnen project and the process will be evaluated, both continuously and in the end. This may result in the loss of social aspects along the way and also that knowledge get lost. Since Frihamnen shall work as a test arena for future projects, it is necessary that there exists a plan for evaluation of the process.

In conclusion, this study highlights some of the challenges when planning a socially sustainable district. As the study investigates an ongoing project, it is still too early to evaluate if the kept solutions and ideas are enough to create a socially sustainable urban district. One can also question if the area is actually developed for everyone or if it is going to be a “hipster” area, with a quite homogenous group of people living there? In the end, it is a question of who will chose to live and act in Frihamnen, which the developers or the municipality cannot steer.

7.1 Recommendations for Future Research

Since social sustainability in an urban context is such a complex, ambiguous and at the same time important issue, there will probably for a long time be a need to further evaluate and elaborate how to make it a standard in future developments. One of the greatest challenges when incorporating social sustainability in urban development projects is how to translate these “soft” values to measurable points. Therefore, further studies on how to go from a zoning plan phase to a construction phase is recommended to see how the gap can be over bridged. Since Frihamnen is an ongoing project, future research could also be suggested to investigate the following phases, to continue this thesis so to say. The municipal organization in Gothenburg is also discovered to be one of the greatest challenges in the Frihamnen project. A third suggestion on future research therefore regards how to improve the internal organization of the municipality.

7.2 Reflections

To begin with, this semester has been very instructive for us. We have experienced the challenge of developing and working with a task independently, from idea to finished report. Further, we have also worked with an abductive approach which was new to us. During this study, we have gained increased knowledge and understanding of the complexity and challenges of incorporating social sustainability in large urban development projects. Though, more importantly, we have also experienced that it is possible to incorporate socially sustainable solutions, since the Frihamnen project is front edge considering many aspects. This give us hope and conviction that we soon will be able to develop socially sustainable urban districts!

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APPENDIX I – Interview guideline

- Kan du berätta lite om dig själv, utbildning och din yrkesbakgrund?
- Vad är din roll hos XXX?

XXX roll i Frihamnen

- Kan du beskriva XXX roll i Frihamnen?
- Vad var anledningen till att XXX valde att ansöka om markanvisning i Frihamnen?
- Vad är din roll och ditt ansvar i projektet?

Vision

- Hur tolkar du Älvstrandens vision för Frihamnen?
- Vad tycker du om innehållet och ambitionsnivån för visionen?
- Är visionen möjlig att nå?
- Vad krävs för att ni ska nå visionen?
- Finns det någon del i visionen som ni tycker är viktigare att verka för och finns det något ni tycker saknas i visionen?

Social hållbarhet

- Vad innebär social hållbarhet för dig och XXX?
- Har din egen tolkning av Social Hållbarhet förändrats sedan du började arbeta med Frihamnen?
- Hur skulle du beskriva konsortiets tolkning av Social Hållbarhet? Vilka är de viktigaste punkterna?
- Har du upplevt att tolkningarna skiljer sig åt mellan de olika företagen?
- Upplever du att konsortiets tolkning av Social Hållbarhet har förändrats sedan ni började arbeta med Frihamnen?

Konsortiet & arbetsprocessen

- Kan du berätta lite om vad Konsortiet innebär för er och har ni tidigare arbetet i denna form?
- Hur har arbetsprocessen i konsortiet sett ut? Kring Social Hållbarhet?
- Vilka fokusgrupper medverkar XXX i?
- Upplever du att alla medlemmar i konsortiet haft samma inflytande i frågor kring social hållbarhet?
- Hur upplever du att arbetsprocessen och arbetsmodellen med konsortium påverkar möjligheten att nå målen kring social hållbarhet i Frihamnen?
- Hur arbetar XXX internt för att nå målen kring social hållbarhet i Frihamnen?

Dokument, ritningar, illustrationer

- Vilka typer av dokument, ritningar och illustrationer har ni arbetat med under projektet och vilken roll har dessa haft?
- Vad vill ni kommunicera med ritningarna och illustrationerna, inom gruppen och utåt?

- Hur har man gått tillväga och vem har haft i uppgift att producera ritningar och illustrationer samt att dokumentera arbetet?
- Vem har haft tillgång till vad?

Lärdomar, utmaningar och erfarenheter

- Vilka är de största lärdomarna från projektet hittills?
- Vad upplever du har varit de största utmaningarna/framgångarna i projektet?
- Hur ser ni på en fortsatt medverkan i Frihamnen och framtida etapper?
- Slutligen, är det något som vi inte har tagit upp här som du skulle vilja lägga till?