

Participation in Sustainable Housing

A case study of participation in a Swedish housing cooperative's sustainability efforts

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As has been the case so often in drafting this research, the concept of a master's thesis brought me to the dictionary. What does it mean to be a master of something? Therein I found that rather than meaning to have ownership or complete dominance of the subject, it is instead about having a particular set of developed skills. If this process has honed any skills, it has certainly been those of defining. There are times when it seems that each day of life is about defining my responsibilities, relationships, failures and successes, and even purpose. But the best times are when the practice of defining reaches beyond the self and out into the world – a world that prior to definition appears, as it does to a child, as a playground. Its definition reveals the world's weaknesses and dangers; but it also, as definitions are wont to do, gives it meaning. These acknowledgements are about what and who have been meaningful to me during this thesis.

Each morning, peering out the window became a contemplation of pressure changes, wind speed, and the sheer force of the sun, and I think: Oh how I love summer, no matter how busy. There were days when not even the problem definition could keep me off the grass. And while I would type purposefully on the stiff garden furniture of our balcony, our tomato plant, lavender, parsley, and even the distressed oregano reminded me of all the thriving growth around me. *True Blood's* (TV show about vampires) undead gave me good contrast for feeling alive, even after diving into the literature yet again. And the *Game of Thrones* book series (kingdoms, dragons, etc.) gave me the power to fantasize, when moments before, the analysis was making everything seem rigid and serious. *Lilla Kafferosteriet's* espresso beans were priceless fuel for my engine.

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Abstract

Sustainable development is now a part of environmental, social, and economic agendas all over the world. Sustainability projects are cropping up in urban areas, including projects in the housing sector aimed at sustainable regeneration. Simultaneously, it is now recognized that public participation is an essential character of implementing change. And within sustainability participation, it is considered important that participants can influence decisions and are engaged in some form of social learning. Participation theory, though, is still struggling with solidifying understanding of the multitudinous forms of participation and how participation techniques function in practice. Nor is it clear what the opportunities and barriers of participation are when participatory processes are supposedly applied to sustainable housing projects. This research examines sustainability and participation theory; and then it analyzes the case of Hållbara Hilda in Rosengård, one of the Million Homes Program areas of Malmö, Sweden, in order to describe the experiences and determine how participation in these sustainability projects can be effective at involving participants in both decision making and social learning, two factors leading towards social sustainability. The methods include literature analysis, review of official documents and online communications, both semi-structured and informal interviews, and reference to best practice cases. The findings include that several improvements can be made to the participation techniques at Hållbara Hilda, and that there are both available opportunities and impeding barriers. Overall, participation would be more effective towards sustainability and more likely to take advantage of opportunities and reduce barriers if it were designed to be more inclusive, deliberative, and decentralized; and if housing associations and funding agencies align their objectives.

Keywords: participation, deliberation, sustainability, social learning, regeneration, urban

Executive Summary

Introduction

Sustainability issues are complex and affect the environmental, economic, and social spheres of life. Sustainability is considered a wicked problem – one that is difficult to fully define, very complex, and cannot be solved objectively or directly. Historically in Agenda 21 countries, including Sweden, social sustainability has been given less attention than environmental or economic sustainabilities in efforts for sustainable development; but there is now greater acceptance that addressing social sustainability will be needed in order to reach the balance of the three sustainabilities necessary for making real change to society. Sustainable development is today often focused on the urban environment, and for existing areas, this can be done through sustainable housing regeneration. Participation has become widely recognized as an important part of these projects. It is also an important factor for working towards social sustainability, and deliberative participation has shown some promise for addressing wicked problems. However, how to implement participation (in general) effectively is unclear, in part due to a shortage of empirical research, but also because of opaqueness in the available cases.

Problem Definition

The research problem is that there are not enough examples of participation that have been examined for effectiveness as measured against a defined intended effect, how participation techniques can be best utilized towards this end, and how the overall process is promoted or impeded by the context. These questions hold for participation in sustainable housing projects – guidance is needed on how to design a participation process. For the purpose of these projects, it is considered that an intended effect is social sustainability; and thus effectiveness in this research is based on how well a participatory process is leading towards social sustainability.

Research Question

The direct empirical connections between participation and social sustainability are not currently strong. However, two factors appear particularly important for linking participation and social sustainability: participant influence over decisions and opportunities for social learning. Thus, the following research question is formulated:

How can participation in sustainability-focused housing regeneration be effective at lending participants power to influence decisions while stimulating social learning?

In order to answer this question, the research uses a case study of Hållbara Hilda, a sustainable regeneration project in Malmö, Sweden. To facilitate the investigation, based on the research problem, two sub-questions are posed. The first is: how have participation techniques been used in Hållbara Hilda? And the second is: what are the opportunities and barriers to participation in Hållbara Hilda?

Objective and Methodology

The research was carried out as a single case study investigation based on theory, interviews, websites, documents, and complemented by best practice cases. The case study was selected for considering participation towards sustainability because it has been considered a sustainability project that has achieved successes with the involvement of its residents. The fundamentals of participation theory are introduced and continue on to an introduction to deliberative participation. The research approaches participation from the perspective that since both social interactions and the sustainability issues at hand are complex, participation should be analyzed looking at other characteristics of the community in addition to power dynamics, such as social networks, diversity, trust within the community, etc. This is considered appropriate for participation processes with sustainability aims, given the

multiplicity of sustainability issues; and this perspective is important for envisioning the relationship between participation and social learning. It is likewise essential that the design allows for participants to influence decision-making. All of these factors were influenced by the context of participation's position in modern governance and the changes that are underway in the Million Homes areas. Following these discussions, an analytical framework is constructed from the literature, and then best practice cases are introduced. The best practice cases are useful for examining what has worked well in these projects and what Hållbara Hilda might be able to benefit from emulating.

Hållbara Hilda Description

Hilda is a cooperative housing association located in the Apelgården section of Rosengård in Malmö, Sweden. Rosengård is one of the areas constructed during Sweden's Million Homes Program, and it is considered to be in need of revitalization and upgrades to its infrastructure, but also improvement of its social environment. Hållbara Hilda was first conceptualized in 2006 when it became clear to Hilda's board that major renovations were needed to handle plumbing problems and associated penalties from its insurance company. The board drafted a project proposal for residents, sent out communications, conducted two preliminary meetings, and then held a vote on whether or not to proceed. Approximately one third of Hilda's residents turned out to vote, and the measure passed with very few dissenting votes.

Hållbara Hilda did not originally start as a project aiming at inclusive participation, let alone social sustainability. Rather, it was initiated because of financial complications that made the prospect of financial savings through environmental improvements (such as updated ventilation) appealing, and then it was expanded upon to include other environmental ideas, as well. In 2010, two years after the residents' vote to proceed, Hållbara Hilda was awarded funding towards sustainability expenses from EU LIFE+ and Hållbara Städer, and the former's CLICC project has proven to have the most potential for participation towards social sustainability.

CLICC has been administered through Malmö Stad's environmental department (Miljöförvaltningen) and has had the goal of involving at least 70% of residents (in some way or another), which is currently measured as how many residents have filled out a carbon footprint tool. CLICC invited Hilda's residents to become voluntary climate coaches to be responsible for helping residents use the carbon footprint tool and encouraging involvement in Hållbara Hilda. So far, they have trained and supported ten climate coaches. But to date, only 5% of residents have used to carbon footprint tool. On the other hand, CLICC has motivated more extensive participation activities. The successes of CLICC so far have been limited due in part to its short duration; and there has been tension between the goals and implementation of Hållbara Hilda and CLICC. This latter issue is particularly problematic since CLICC is likely Hållbara Hilda's most promising approach to participation towards social sustainability.

Lessons from Best Practice Cases and Applications to Hållbara Hilda

The best practice examples demonstrated that it is possible to cope with some of the literature's identified participation dilemmas. Size is a factor that can be handled in different ways: in the case of City Tunnel, the consortium created representation through reference groups, and in Ekostaden Augustenborg, administrators reached out to residents over longer spans of time in more casual settings. Inputs (costs) required for participation processes might seem difficult to justify, but contrarily, participation can improve efficiency, especially if inclusive and deliberative. Because of involved participation at Ekostaden Augustenborg, the housing area experienced a better reputation and less turnover, both of which are good for business. And in Öland, EU LIFE administrators were able to overcome barriers from locals' negative past experiences with planners and move forward with the co-planning because locals

felt appreciated and useful through participation. Time can also be problematic with participation. Malmö residents' input through participation in City Tunnel helped to avoid some construction disruptions; and in the Öland case, locals continued to utilize fora created during EU LIFE projects in order to sustain community involvement in landscape management.

These approaches are useful for considering how the participation process has proceeded in Hållbara Hilda. One of the most interesting lessons to note is that they have not been considered successes because of how many participants were involved, but because of the quality of the process itself. Some of the factors contributing to quality include responsiveness (creation of more reference groups upon demand in City Tunnel), inclusion with responsibilities for and clear incorporation of inputs from participants (co-management and documentation of local knowledge in Öland), and the objective from the outset to involve participants (early decision-making and project planning with residents in both Öland and Ekostaden Augustenborg).

Hållbara Hilda would gain from including all three of these factors in its process. There have not seemed to be demands to be responsive to, yet because Hållbara Hilda's techniques are mostly one-way communications and there is not a clear contact person for the project, this could simply mean that the demands have not been heard. Residents have largely not been involved in the project, their ideas and reflections have not been incorporated, and other than CLICC's climate coaches, they do not have responsibilities either. And finally, though it is too late to reconceptualize Hållbara Hilda with early planning along with residents, they can be better included as the project continues, and administrators can lead deliberations to better involve residents and shape future projects around their needs.

Main Findings

The findings include that there were useful participation techniques in Hållbara Hilda and that each of these techniques can be improved upon. Some of the problems with these techniques are: they have not reached many residents; residents have not had real opportunities to deliberate and bring their own ideas into the project; there is reliance on one-way communication; the best form of communication, the Internet, is not necessarily accessible to the elderly, who represent a large portion of Hilda residents; and the climate coaching has not had enough time or focused outreach to reach its potential. The climate coaching is the technique that has the most potential for leading towards social sustainability, but it is currently facing some issues, such as: shortage of time, slowing momentum of climate coaches' motivation, and poor alignment with the overall Hållbara Hilda project.

To expand upon the aforementioned problems, the most important issues identified as standing behind the techniques are: (1) there has been a divide between Hållbara Hilda and CLICC that interferes with optimal use of resources and implementation of the participatory process; and (2) there has not been a devoted administrator for Hållbara Hilda – and residents put pressure on the building office's (fastighetskontoret) staff, whereas the public and media made demands of Hilda's board. The misalignment of Hållbara Hilda and CLICC has meant that Hilda has not taken advantage of CLICC's resources and flexibility, whereas CLICC has not penetrated Hilda's community effectively. And the stress experienced by the board and the staff led to burnout, to the extent that the board's Secretary stepped down to a regular board position and the office manager resigned.

Extending from this, the most significant opportunity discovered is for the alignment of Hilda's and CLICC's administrators' goals. If they consolidated, there would be better opportunities for organizing the participation needed for a more effective process, including taking advantage of the resources needed for better outreach and arranging deliberations. On

the other side, the foremost identified barrier is that Hilda's board and staff experienced burnout resulting from the centralized burden of management. Whereas having a Hållbara Hilda administrator would relieve this to some extent (and this contact point is needed, especially for trust), alleviating pressure from the board and staff can be complemented by other benefits. The overall participatory process would be more effective towards social sustainability if the system was less centralized and participants were given more meaningful roles in the project.

Altogether a project that has an explicit, well-organized, and flexible process would be the best for involving residents since their involvement in disarray can damage their trust in administrators and lead to conflicts within the community. EU LIFE+ has considerable institutional experience, including with participation practices; and Hållbara Hilda could take better advantage of both their expertise and their resources. Although LIFE+ sustainability funding is not typically earmarked for participation activities, CLICC is inherently designed as based on participation – thus better alignment with CLICC would better focus and expand Hållbara Hilda's participation overall. However, this juxtaposition must be actively pursued, and the two institutions must work together to realize the potential.

Further, a system with a leader or leaders to guide a process wherein involved participants are made to feel important and responsible is ideal for participation towards sustainability. This decentralized approach to participation – more along the lines of co-learning, or co-management, as in Öland – is designed to give participants inherent decision-making power within their responsibilities, and their need to coordinate with each other sets the stage for social learning. Firstly, Hållbara Hilda needs its own leader/contact person to oversee the project and participation process. And secondly, it needs to better distribute responsibilities among participants, instead of concentrated pressure on the board and staff.

Conclusion

The conclusion is that in order for participation in sustainability-focused housing regeneration to be effective at allowing for participants to influence decisions while instigating social learning that the design must incorporate inclusive deliberation and decentralize responsibilities, and that housing and funding administrators must collaborate. In Hållbara Hilda, analysis has revealed particular improvements that could result in greater effectiveness towards sustainability. Based on these interpretations, the following recommendations for the participatory processes are made:

1. The aim of participation techniques should be to include residents, offer them the opportunity to interact with both the administration and each other, and influence decisions throughout the project (though naturally lessening over time). Though this might seem obvious, it is not obvious enough that it is always done; and it is critical.
2. Communications in the participatory process should be multi-directional, involving not only feedback, but also expansion into discussions; and there should always be a convenient, available contact for managing communications.
3. There should be an administrator (at least one) responsible solely for the management of the project, including its participatory process.
4. The participatory process should include that responsibilities do not fall solely within the administrative domain (other domains, for example, can be climate coaches, community groups, or even enthusiastic individuals) and that residents should have real opportunities for being engaged and supportive to the project in a more decentralized design.
5. Housing and external funding administrators should collaborate early in the process to determine shared interests and set goals together. If this is not possible because of delays due to application processes, then it is important that these administrators come

together as soon as possible to re-evaluate and steer the project to the community's benefit.

The research process has revealed that Hållbara Hilda, though successful in many lights, is not a best practice case for participation. Learning from what has happened there, though, is useful for participation in sustainable housing regeneration projects in the future. Together with the case of Ekostaden Augustenborg, the lessons learned are particularly relevant for Swedish projects; but they can be generalized to participatory processes elsewhere, as well. It is imperative that if participation will continue to be a supported approach within governance that it is designed in such a way as to focus on specific objectives. In sustainability-focused projects, there are some clear ways to aim participation towards social sustainability outcomes. Sustainability, as a wicked problem, is overall fraught with complications, and it is important that we, as a society, take advantage of the opportunities that have been demonstrated to address its issues. Participation is one of those opportunities to seize.

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Abbreviations

CLICC – Climate Living in Cities Concept, program under EU LIFE+

DAD – Decide-announce-defend, an approach to participation that does not give any deciding power to participants

HSB – HSB is Sweden's largest housing cooperative group (bostadskooperation), which is an organization for all of the housing cooperatives that are joined together under HSB

LIFE – L'Instrument Financier pour L'Environnement, the European Commission's organization for funding environmental projects

MKB – MKB Fastighets AB is a Swedish government-owned housing company

PCB – Polychlorinated biphenyl, a formerly used coolant that has been identified as a toxin and persistent organic pollutant

SEK – Swedish kroner (1 SEK = 0.12 Euros)

UNESCO – United Nations Educational, Scientific and Cultural Organization

1 Introduction

“Horizons cannot be bridged by simply imagining them to be bridged. In that case, we could easily deceive ourselves that we have grasped the other’s understanding of the world. Empathy is a joint undertaking. It consists of “creating a path,”...And by jointly traveling this path, we have a chance to explore the inevitable misunderstandings, ambiguities, and uncertainties when facing the choice of how to act” (Wagenaar, 2007).

Two decades after the Rio Summit and on the heels of the Rio +20 United Nations Conference on Sustainable Development¹, it is clear that sustainable development is still an important, but extremely complex issue for countries to address. In just one sphere of society change is complicated enough, but sustainable development requires cooperation among the three spheres of environmental sustainability, economic sustainability, and social sustainability (Ruben and Pitkä-Kangas, 2009).

In Sweden, the government has set 16 non-binding environmental objectives, including “good built environment” and “reduced climate impact” (Naturvårdsverket [1], 2011). Housing is an especially relevant area in that housing and commercial areas, together, are responsible for 30% of the country’s end energy use (Bergström and Save-Öfverholm, 2011). Thus, the Swedish Parliament has set the goals of reducing energy from housing 20% by 2020 and 50% by 2050 against the 1994 baseline (Persson and Sahlin, 2006). However, tackling these environmental sustainability issues will also require attention to social sustainability. Historically, European Agenda 21² countries have had a tendency to favor environmental issues over social or economic (Lindström, 2003); but in recent years, there is greater recognition of the “social embeddedness” of sustainability issues (Colantonio, 2010; Collins and Ison, 2009; Batty, 2001). In housing specifically, a greater recognition is emerging among researchers of the importance of linking social and environmental issues (Bhatti and Dixon, 2003). And social factors can help explain the gap between energy efficiency potential and the efficiency that is achieved from environmentally-focused renovations (Glad, 2012).

Participation is one of the factors contributing to the social form of sustainability. *Social sustainability* is itself based on social inclusiveness and sustainability of community – the latter including such aspects as networking, trust, and participation (Dempsey et al., 2011). Indeed, Dempsey (2011) lists participation as one of the “non-physical” factors leading to social sustainability. Participation has also been linked to society’s ability to tackle climate change, one of the top challenges of sustainability, in that the way participation is implemented can affect policy and methodologies for mitigation (Collins and Ison, 2009). And even if participation were not to directly influence decisions made about climate change action, it can result in positive social learning (Braun, 2010; Roberts, 2004), and social learning is equally important for (and has already shown some effectiveness at) dealing with wicked problems (Roberts, 2004). Participation is also important for lending legitimacy to decisions in that they are made with participants’ influence or consent (Johnston et al., 2010; Roberts, 2004), and this has led to wide acceptance of some projects (Wiman, 2011). Further, the nature of changing development governance from government-led towards market-led actors (Monno and Khakee, 2012; Andersson, 2006; Baltic Sea Region, n.d.) makes looking at forms of participation in sustainable development projects particularly interesting, given that people may find different ways to participate than through the traditional government-led processes (Callahan, 2007).

¹ <http://www.uncsd2012.org/>

² <http://www.un.org/esa/dsd/agenda21/>

Participation is, in fact, one of the “key tenets...of sustainable development” (Carmona, 2001). Though applied in a variety of ways, it is now recognized as an essential step in advancing past traditional democracy in government in order to deal with complex issues (Monno and Khakee, 2012; Gustavsson and Elander, 2012; Lidskog and Elander, 2007; Layard, 2001). In Sweden, the democratic approach over the past couple of decades has been leaning more towards such individualistic methods, in contrast to its former tendencies of centralized, hierarchical administration (Borgegård and Kemeny, 2004; Roberts, 2004; Ohlin, 2001). This is also true in the housing arena, in which administration has become less formal and more localized (Hall and Vidén, 2005; Healey et al., 2002). Adoption of such locally-based practices benefits from participants’ personal experiences, cultural histories, and sense of place (Stenseke, 2009; Lidskog and Elander, 2007; Batty, 2006; Carmona, 2001); and people demonstrate more interest in participation when it is locally relevant to their lives (Monno and Khakee, 2012). But in order for a participatory process to develop the resilience needed to cope with change and disruption (such as can happen under the circumstances of regeneration, or more largely, climate change), it must enable participants to influence decisions (Pahl-Wostl et al., 2007; Wagenaar, 2007; Roberts, 2004). Further, in the context of a wicked problem like sustainability, it is important that participation involves social learning (Collins and Ison, 2009; Wagenaar, 2007; Van de Kerkhof and Wiczorek, 2005; Rittel and Webber, 1973).

However, the overall forms of participatory processes can vary greatly; and whereas there is a tradition of analyzing participation from a power structure perspective, it is perhaps more relevant to complex issues to consider how social interactions contribute to the participatory process (Collins and Ison, 2009). In other words, the outcome of a participation process can have more to do with other features of a community’s social structure in addition to power relations (i.e., trust, networks, communicability, etc.). Some of these other influences are encapsulated in Webler and Tuler’s “preconditions and other moderating variables” (Webler and Tuler, 2002). Researchers are currently lacking a solid understanding of which participation techniques contribute to effective participation (Callahan, 2007; Rowe and Frewer, 2000; Chess 2000); and in part that may be because one must define what effects are intended. In the case of sustainable housing regeneration, an intended effect can be progression towards social sustainability. Further, the trappings of the on-the-ground situation cannot be neglected. Even if effective techniques for the desired outcome are selected, practical situations can result in opportunities and barriers to implementing participation. Empirical examination of these opportunities and barriers can help enlighten how to clear the way for effective participation.

Hilda, a cooperative housing estate in the diverse Rosengård neighborhood of Malmö, Sweden, is an interesting example of an effort to regenerate one of the Million Homes Programme areas, areas that tend to have problems with building conditions and segregation (Hall and Vidén, 2005 and Borgegård and Kemeny, 2004). Hilda’s regeneration subsequently transformed into a sustainability project – involving first environmental and economic, then social sustainabilities – called Hållbara Hilda (Sustainable Hilda), and it is considered to have been developed with the involvement of its residents (Miljöpartiet de Gröna, 2012; Delegationen för Hållbara Städer [1], 2012; Malmö Stad [1], 2012; Sehlin, 2009). This research paper offers a case study of Hållbara Hilda and the effectiveness of its participatory process. The research is based on social sustainability being an intended effect. Directly tracing this, however, is not possible; so instead, the effectiveness is examined by the residents’ extent of influence over decision-making and their opportunities for social learning. The case includes how it was done and what the challenges and opportunities have been. This is examined against both literature and cases of good practice in Swedish participation in sustainability projects. In this way, it is hoped that the research can identify some recommendations for participatory process design within housing associations’ sustainability projects. Thus,

decision-makers in these neighborhoods can consider how best to pursue a participatory pathway on the road to sustainability.

1.1 Problem Definition

Whereas participation is today considered an essential cornerstone of progression towards sustainable development (Monno and Khakee, 2012; Lidskog and Elander, 2007; Carmona, 2001; Batty, 2001), there are two significant gaps in understanding surrounding participation: 1) What does an example of participation design that successfully engages participants in decision-making and social learning look like, i.e. what features and techniques does it include (Callahan, 2007; Abelson et al., 2003; Rowe and Frewer, 2000; Chess 2000), and 2) If we consider that influence over decisions is important for an effective participation process (Monno and Khakee, 2012; Warburton et al., 2007; Ohlin, 2001), and that participation can lead to social learning as an important step towards social sustainability (Collins and Ison, 2009; Wagenaar, 2007), what are factors that interfere with or open up a process to including participants in these ways (Monno and Khakee, 2012; Lindström, 2003; Madanipour et al., 2000; Arstein, 1969)? The impact of this knowledge gap is that participation theory is unclear on implementation (Johnston et al., 2010), and new projects lack successful and relevant participation models to emulate (Callahan, 2007). One explanation of this issue is that research is lacking empirical examples (Callahan, 2007; Rowe and Frewer, 2000).

In Sweden, many urban regeneration projects are now integrating aspects of social and environmental sustainabilities (Gustavsson and Elander, 2012), but the ability of citizens to influence the development of their own neighborhoods is questionable at best (Gustavsson and Elander, 2012; Monno and Khakee, 2012; Birgersson, 2003); and overall these projects would benefit from other examples. Hållbara Hilda in Rosengård is considered a successful example of environmentally-based regeneration that is said to have been based on its residents' interests (Miljöpartiet de Gröna, 2012; Delegationen för Hållbara Städer [1], 2012; Sehlin, 2009). Thus, this research seeks to contribute towards better understanding of 1) participation techniques in the housing sector and 2) opportunities and barriers to utilizing participation under the auspice of sustainability, using Hållbara Hilda as a case study. Together these can paint a picture of what a participatory process could be designed like in order to be more effective for social sustainability.

1.2 Research Question

In this research there is both an underlying question and a more specific research question. The fundamental question arising from the problem and the current state of participation research is:

How can participation in sustainability-focused housing regeneration be effective at contributing to social sustainability?

However, this question is essentially unanswerable at this point in time – empirical connections between participation and social sustainability are still too distant in practice to solidly analyze the connections in a case study. However, two factors have been identified in the literature as directing participation towards social sustainability; and these are targeted in the research question instead. These factors are residents' influence over decision-making and opportunities for social learning. Thus, the research question used to guide the investigation and analysis is:

How can participation in sustainability-focused housing regeneration be effective at lending participants power to influence decisions while stimulating social learning?

In order to examine the various dimensions of participation in such a situation, the case study of Hållbara Hilda is used. Within the case study, two areas are focused upon: the participation techniques that have been utilized, and the opportunities and barriers in the participatory process.

1.3 Audience

This research is intended primarily for the board, staff, and residents of Hilda; participation and sustainability researchers; planners; and administrators – be they government, consultancy, housing, or other. It is intended to elucidate in detail the nature of one particular participation process, but also to assist in identifying useful techniques and potential opportunities and challenges in future processes. For researchers in particular, it is intended to lend insight into the connections between participation and social sustainability in these projects, and how weak or strong the connection has been in the case study's process thus far.

1.4 Disposition

Chapter 1 introduces the context for the research and the research problem that will be addressed. It also presents the research question developed to help address the problem.

Chapter 2 presents the research methodology, including the research process, research design, and data collection. It also defines the research's scope and limitations and target audience.

Chapter 3 explores the background for the case study, looking first at the overall housing program that created this type of neighbourhood, then the structure of housing cooperatives, and finally, the specific case study housing association.

Chapter 4 goes in depth into literature that sets the stage for constructing a framework.

Chapter 5 introduces the analytical framework.

Chapter 6 showcases three best practice cases of participation in sustainability-related projects.

Chapter 7 presents the case study.

Chapter 8 uses the analytical framework to analyze the findings.

Chapter 9 discusses the implications of the analysis, responds to the research question, and then reflects upon the research.

Chapter 10 closes with a recap of the findings and conclusions and sets forth recommendations.

And finally, Chapter 11 considers prospects for future research.

2 Methodology

2.1 Research Process

The research was initiated from the researcher's observation in Western Harbour in Malmö, Sweden that environmental sustainability-focused urban renewal does not necessarily result in outcomes that contribute to social sustainability. This observation led to a hypothesis: there are challenges to effective participation in sustainable urban renewal. The implications of this hypothesis are that some participation processes are more effective at promoting social sustainability than others, and that this is affected by which techniques are utilized, as well as specific opportunities and barriers within a case. To investigate the implications, the author identified an ongoing sustainability-based renovation project (Hållbara Hilda) in an urban neighborhood (Rosengård). See Table 2-1, below, for an outline of the research process.

Table 2-1: Research Process.



2.2 Research Design

The research is designed as qualitative research with the focus on a singular instrumental case study, which is a case study chosen with the aim of being the basis from which further hypotheses can be made (Cousin, 2005). The case study was selected based on preliminary information indicating that it could be a paradigmatic case [one which could serve as a metaphor (Cousin, 2005)] for a certain progression of participation. Hållbara Hilda is appropriate for this purpose because, as is the case with much existing urban housing in Europe, renovations are being paired with environmental objectives (Baek and Park, 2012; Papadopoulos et al., 2002). In Sweden in particular, the Million Homes areas were built during a time when there were not any requirements for low-energy construction; and now there is great potential for energy savings during renovations (Borgström, 2008). Thus similar projects are likely to surface in the near future. And Hållbara Hilda serves as a case in which participation has been a factor in the renovations, to the extent that Malmö Stad considers it a model for resident participation (Malmö Stad [1], 2012) and it has won several awards that credit resident involvement.

The research looks into participation and sustainability theories, and these are then drawn upon for a framework; and together with lessons from best practice cases, this is used to evaluate the case study and express a thick description. A *thick description* can be defined as an in-depth, illuminative description of a case that draws together disparate dimensions around the topic into a holistic story that the reader can follow (Cousin, 2005; Woodside and Wilson, 2003). The research bases this description on a triangulation of direct observations, interviewee and researcher interpretations, analysis of documents, literature, and the best practice cases. The goal is thus that from the thick description of this case study and its interpretations, the research will build upon theory and contribute to future participation planning in sustainability projects.

The researcher herein attempts to minimize falsifications by attempting to be transparent about any bias (see [Scope and Limitation](#)), confirming conversational data, use of triangulation, and responding to feedback from supervisors. Naturally, different data sources contribute in different ways, and all involve trade-offs. The semi-structured interviews are the most useful for piecing together a comprehensive mosaic, evoking a full image of the participatory process; but they also inherently involve a bias colored by the perceptions of both the researcher (the interviewer) and the interviewee (discussed below). The online sources and documents were helpful with providing factual information, especially numerical data, but they are also designed to be public communications, which often display only positive information. The informal interviews held with residents are the most effective at highlighting details from a participant's perspective; but the trade-off is that they represent only a fragment of those perspectives. And finally, it is difficult to label a project as an example of "best practice" because this determination is subjective. Hållbara Hilda itself has been considered a best practice case, but this research unearths some of the flaws that might make one wonder if this is unjustified. On the other hand, the best practice cases presented herein have been researched, and the researchers identify particular qualities of the participatory processes that contribute to their perceived success. Thus, these data sources must be combined and viewed as a whole so that they can support one another within the case study.

Whereas the researcher seeks to conduct objective work, this is not perfectly possible; and as the researcher conducts the work, the very act affects the data (Ottosson, 2003). This is especially true during interviews, during which the interviewer has subjectively developed questions, the interviewee interprets the questions, gives subjective responses, and then the interviewer interprets these responses. The researcher attempted to offset the possibility of interpretation failures by confirming the interview notes with the interviewee immediately after the interview; and a set of general questions were used from Warburton et al. (2007) so that all of the interviewees were posed a set of uniform questions, worded the same way—hopefully reducing some of the subjectivity of question development.

2.3 Data Collection

The main data used are interviews, housing association documents, the Hållbara Hilda blog, Hilda's construction blog, and news articles. Literature on urban sustainability, participation, and the Swedish context was focused upon in the literature analysis, as discussed further in [Section 4](#), and served as the basis for the analytical framework. Further, three best practice cases of participation in sustainability-related projects are touched upon in [Section 6](#) in order to contribute in-practice lessons to the analysis.

The interviews are fundamental to this research and lent an internal viewscope into the occurrences at Hilda. These were conducted with persons involved in Rosengård and Hållbara Hilda in a variety of ways. There are two main forms of interview: informal discussions with

residents of Hilda and semi-structured interviews with actors in positions connected with Hilda. The one exception to the semi-structured approach for the latter is the researcher's preliminary interview with Lena Eriksson concerning potential research projects within Fokus Rosengård (the collective name for sustainability projects in Rosengård, as coordinated by Miljöförvaltningen, the Environmental Department of Malmö Stad), for which there was no organized preparation or structured note-taking (the unstructured notes are available upon request).

The informal discussions with residents took place over a period of two hours on July 16, 2012. The main intent of these discussions was to ascertain whether or not residents have been involved in Hållbara Hilda, how they feel about the projects, and in what ways they seek information and assistance. As a stranger in the outdoor areas of Hilda, it was very difficult to engage residents in discussion, despite the amount of foot traffic. Of the fifteen people approached, three discussed Hållbara Hilda, three did not live in Hilda, and nine were unwilling to talk. None were able to speak English. Thus, the conversations that were held were done so swiftly and in a medium level of Swedish (the researcher has completed C-level Swedish language studies on an A/Introduction-B-C-D-Advanced scale). Although these interviews only represent a fragment of the resident population at Hilda, they were meaningful and helped to highlight some important variables at play in the participatory process – including the importance of Swedish language in communication.³

Table 2-2: The professional interviewees, in chronological order.

Lena Eriksson	Miljöförvaltningen	Project Leader for Sustainable Urban Transformation Malmö – Fokus Rosengård
Kerstin Rubenson	Miljöförvaltningen	Project Leader of CLICC at Hilda
Thorbjörn Karlsson	Hilda	Resident and Board Member
Moa Björnson	Miljöförvaltningen	Process Manager for participation – Fokus Rosengård
Åse Dannestam	MKB	Project Leader of MKB's Ekostaden Augustenborg, most recent partner of Hållbara Hilda
Magnus Lindskog	Hilda	Förvaltare (Manager)
Samar Rygg	Hilda	Resident and Climate Coach
Marie and Robin Cluley	Hilda	Residents and Climate Coaches
Anders Anderson	Hilda	Media employee and author of Hållbara Hilda's byggblogg (Construction Blog)

For the semi-structured interviews (listed in Table 2-2), discussion points were formulated in advance of the interviews and in most cases sent to the interviewee prior to the meeting time.

³ This was indicated by some of the residents' refusal to talk if communicating fluently in Swedish was not possible. All were approached in Swedish, and all seemed to understand what was being asked.

These discussion points were arrived at with steering from theory and with consideration of input from prior interviews. All interviews were held in person and in English at a location of the interviewee's choosing. Following each interview, the interviewees were sent the notes for review of accuracy and any additional input. These interview notes – with the forementioned exception – are available in [Appendices A-H](#).

2.4 Scope and Limitation

The scope of this research can be defined in terms of time, space, and focus. The time span ranges from the conception of Hållbara Hilda in 2006 until July 2012, when the bathroom renovations were completed. The space is limited to the cooperative housing association Hilda, although reference is made to other parts of Rosengård, Malmö, and Sweden overall. The focus is upon the Hållbara Hilda project and participation activities that are connected with it.

Whereas the author sought to compile research that is fair and balanced, there are of course limitations. One of the most significant limitations in the research is shortage of input from residents. Although it was attempted to contact more, the researcher faced a perhaps natural response of residents to avoid a stranger lingering around their home area – some may even have thought they were being approached by a sales person. Upon an earlier effort to draw in people to talk in the courtyards (with cookies clearly visible) rather than approach them, the author was unable to talk with anyone. A survey of residents was not selected as a method for the following two reasons: (1) response to a mail or online survey inherently gives bias to the opinions of residents who are already inclined to be active or responsive, and (2) door-to-door surveys are, from the researcher's perspective, invasive and impinge on residents' private space. Webler and Tuler (2002) do not consider surveying an appropriate method for studying participation and point out that people are "increasingly resistant to surveys" (Webler and Tuler, 2002). The result is that out of some 2000-2500 residents (including children), the research incorporates the perspectives of seven: one board member, three climate coaches, and three passersby. In this way it is important that the reader consider the more administrative light that is cast upon the case study, and consider that the research implies utility to an audience holding similar positions in municipalities, housing associations, or even climate coaches. In terms of theory-building, these perspectives can, with this limitation in mind, be useful to building administration theory in participation, which is needed (Roberts, 2004).

Further, the author was not able to arrange an interview with anyone at WSP, a Swedish environmental consultancy that has been involved in Hållbara Hilda since its conception in 2006. Although WSP has not been a dominant force according to the interviews, it is unknown how their involvement in the project planning may have influenced the participatory process.

Another important limitation to note is the potential bias of the researcher. The researcher's position is as a master's student of Environmental Management and Policy, and this can lead to two primary biases: (1) sustainability projects are inherently good or at least an improvement over the status quo; and (2) society is flawed in managing sustainability and dealings therein should be viewed critically. It is these very biases that provided the impetus for this focus of research. Further, the case study was chosen based on preliminary information suggesting that Hilda had proceeded with Hållbara Hilda based on residents' involvement, and the interest in a project with this reputation is due to the angle from which the empirical research is viewed. However, though case studies for studying participation are not chosen because of assets such as "precision and control", they "offer an analytical advantage in tracing a temporal sequence of events during an organizing process" (Johnston et al., 2010).

The research design is such that the case study – regardless of its character – should be examined with openness and detail so as to be a useful contribution to society.

3 Background

3.1 Million Homes Program

In the 1960's in Sweden, the country found itself with a rapidly increasing population and a simultaneous shortage of housing. The situation was exacerbated by a large wave of immigration during this period from Finland, Greece, the former Yugoslavia, and Turkey (Borgegård and Kemeny, 2004). The government thus set forth an ambitious program called *miljonprogrammet* (the Million Homes Program). Its aim (which they ultimately achieved) was to construct 100,000 new homes each year for a stint of ten years in distinctive areas of metropolitan regions (Borgegård and Kemeny, 2004). Regrettably, these areas were to face serious problems in the decades to come.

In what was to be a fundamental problem for the Million Homes areas, they were built in a hurry, often lacking enough serious attention to the details of the buildings despite great care for urban planning theory of the day (Borgegård and Kemeny, 2004). And although many of the residents perceived their neighborhoods positively, the 1970's saw a trend of criticisms towards these areas, and the media contributed with negative depictions of living standards (Demstader, 2007). Rosengård in Malmö is one of the best known Million Homes areas, built between 1967 and 1974 for 20,000 people in 7,000 units; and its reputation was hit hard after a Swedish report called "Case of Rosengård" suggesting that the buildings and atmosphere were ruining people's lives (Borgegård and Kemeny, 2004). These depictions resulted in a high resident turn-over in these areas, including Rosengård, with people escaping the negative perception of their homes to nearby neighborhoods (Borgegård and Kemeny, 2004).



Figure 3-1: Western entrance along the main Rosengård bicycle path. The quote on the bridge is by the famous Swedish soccer player from Rosengård, Zlatan Ibrahimovic, and says: "One can take a kid out of Rosengård, but one can not take Rosengård out of a kid." Photo by author.

This trend resulted in both social and ethnic segregation of the Million Homes areas, and the 1980's saw a government effort to install social integration programs (Borgegård and Kemeny, 2004). However, these programs were implemented on a voluntary basis (Andersson et al., 2010); and by the mid-80's there was a second major wave of immigration, further complicating the social mix (Borgegård and Kemeny, 2004). The government ceased its social

housing policy in the early 1990's, possibly contributing to segregation (Andersson et al., 2010). However, a subsequent change in the welfare state from being universal (equally distributing resources) to being selective (sending more resources to areas with greater need) may have been a critical shift towards improving the Million Homes areas thereafter (Borgegård and Kemeny, 2004).

Some of the issues that relate to sustainability were recognized shortly after construction, but other aspects were not acknowledged until energy and water conservation became significant goals for society. Originally, part of the criticism of these areas included poor outdoor environments that are confusing and monotonous (Hall and Vidén, 2005; Borgegård and Kemeny, 2004). But sustainability issues with the buildings themselves were not considered until later, as they were constructed prior to the oil crisis of the 1970's (Högberg et al., 2009). These issues include that the ventilation systems do not have heat recovery, insulation and sealing are poorly done, and overall energy consumption is high (Högberg et al., 2009). But post-1970's, policies came in place to stimulate better building standards. In Sweden, for example, the first building energy policy came into force in 1975, and then an important shift from technology requirements to overall performance requirements was legislated in 1988 (McCormick and Neij, 2009). Now modern building regulations require that 110-150 kWh/m²/yr for heating is not exceeded (depending on the climate zone, and Malmö falls under the southern zone's maximum of 110 kWh/m²/yr)⁴; but the average heating energy consumption for the Million Homes buildings is 170 kWh/m²/yr, and can exceed 200 kWh/m²/yr (Högberg et al., 2009).

In recent years, renovation has been undertaken in many parts of the Million Homes areas (Hall and Vidén, 2005). Changes to insulation, façades, and piping are often stimulated by technical problems and energy-saving subsidies; but also a greater awareness of sustainability issues has inspired environmentally-friendly adaptations such as use of renewable energies, greenhouses, and rainwater purification ponds (Hall and Vidén, 2005). As Hall and Vidén (2005) insist: "It is essential that this renewal is done with respect for the character of the buildings and the areas, while simultaneously respecting the wishes of the residents." Nearly a quarter of Swedes live in a Million Homes area; and at last, perceptions are starting to change – at least slightly – for the better (Demstader, 2007). As Lisbeth Söderqvist, an analyst at the Swedish Research Council, describes the change: "If the image of the Million Homes Programme was black before, it's more grey now" (Demstader, 2007).

Rosengård's recent programs, under the title Fokus Rosengård, have been based on high ambitions, with the intention of metamorphosing the area into a neighborhood based on environmental, economic, and social sustainable development (Malmö Stad [2], 2012). Its projects include Ungdomar (inclusion of adolescents), klimatSMART matcentrum (a climate-friendly food center), and Rosengårds stråket (a pathway connecting central Malmö and Rosengård, with social meeting places along the route) (Malmö Stad [2], 2012). Hilda, located in the Apelgården area of Rosengård (Figures 3-3 and 3-4), is Malmö's second largest housing association with around 2400 residents in 767 units (Malmö Stad [1], 2012). Cooperatives account for 30% of the buildings in the Million Homes areas (and this proportion is increasing) (Hall and Vidén, 2005), and Hilda is one such cooperative. It has been undergoing considerable changes itself; and according to Malmö Stad, it is becoming a model for sustainable renovation that both decreases carbon footprint and increases participation (Malmö Stad [1], 2012).

⁴ kWh/m²/yr is a standard measurement of energy intensity. One can imagine that 150 kWh/m²/yr is equivalent to 1,500 100-watt light bulbs burning over one square meter each hour for a whole year.

3.2 Hållbara Hilda



Figure 3-2: A couple of the pipes removed during renovations.
Photo by author.

The concept of Hållbara Hilda (Sustainable Hilda) started in 2006, after serious disruptions to Hilda's buildings and finances. These disruptions were due to the disintegration of the piping system, originally made of zinc-heavy copper from Poland (Figure 3-2), which was scheduled for replacement after 40 years, in 2017. The leakage situation was bad enough that Hilda's insurance company – after failing to legally break their contract with Hilda since the policy is held by HSB overall – raised the insurance deductible to an excess of around 80,000 sek per annum, spurring Hilda into earlier action (HSB [1], 2012). Perhaps this situation was foreseeable given the poor quality of materials, but what could not have been predicted was the creativity and providence of its board members. Where others may have seen only expense, they saw an opportunity to make environmental changes at the same time as an essential technical renovation.⁵

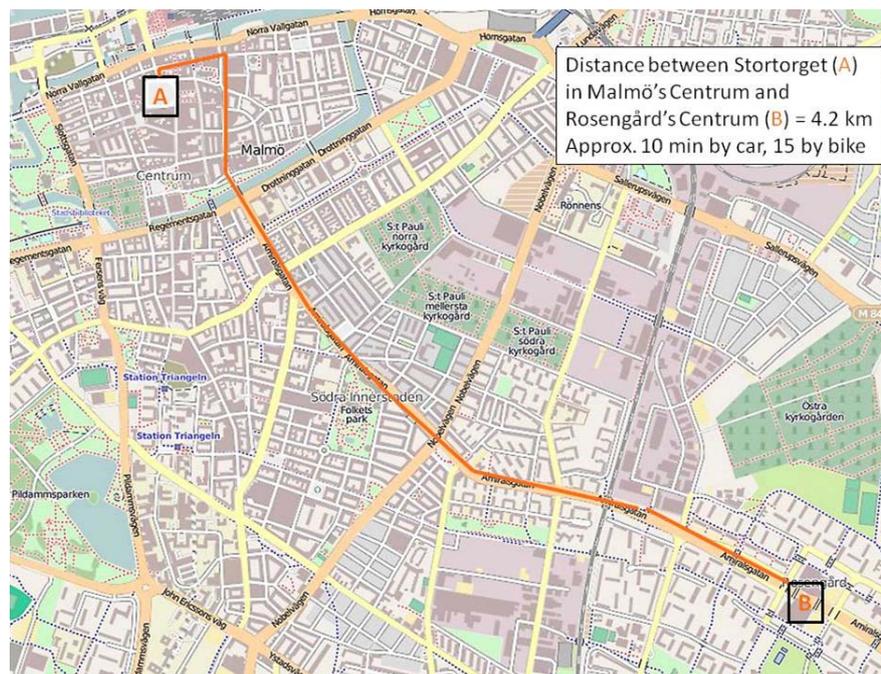


Figure 3-3: Map of distance between Malmö Centrum and Rosengård Centrum. Based on open data map from OpenStreetMap (www.openstreetmap.org). © OpenStreetMap contributors, CC BY-SA⁶

⁵ For a full account of the history behind Hållbara Hilda, see the story as described on the Hilda blog: <http://www.hsb.se/malmo/hilda/the-story-behind-sustainable-hilda>

⁶ Licensed under Creative Commons Attribution-ShareAlike 2.0 license (CC BY-SA, see <http://creativecommons.org/licenses/by-sa/2.0/>). © OpenStreetMap contributors, CC BY-SA

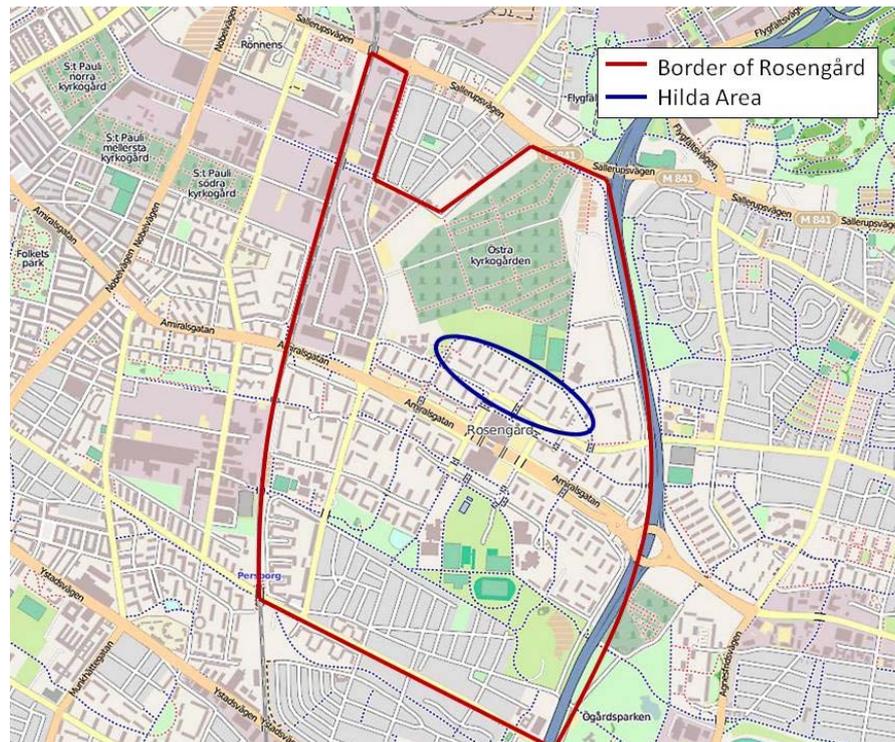


Figure 3-4: Map of Hilda in Rosengård. Based on open data map from OpenStreetMap (www.openstreetmap.org). © OpenStreetMap contributors, CC BY-SA⁷

3.2.1 Cooperative Setup

The cooperative building association, or tenant-ownership, is a housing design unique to Sweden. Residents, rather than owning an apartment, own the right to live in the association (the Swedish concept of *bostadsrätt*). In the author's native United States, the closest concept would be that of the condominium association, but the translation is not precise. In 2005, cooperatives represented approximately 19% of housing in Sweden (Ministère chargé du logement, 2005); and this share is increasing as financial benefits to the owners have recently incentivized the conversion of rental housing into cooperatives (Johnson, 2010). In the Million Homes areas, they represent 30% of the homes (Hall and Vidén, 2005). Inherent in this setup is a trade-off: whereas residents are unable to freely make major changes to their apartments (since they own the right rather than the apartment itself), residents can act collectively concerning their shared building association. To accomplish this, residents are represented by a board that makes decisions about changes within the local association.

Hilda is a part of HSB, Sweden's largest building association with about 548,000 members (HSB [2], 2012). Hilda's board consists of seven members, six of which are elected by the residents of Hilda, and one of which is chosen by HSB. A board member must be a resident of Hilda in order to be elected, the terms are for two years, and re-election is possible. Additionally, Hilda has two part-time employees in *fastighetskontoret* (the building management office, on-site) who hold telephone and office hours to support other staff and residents. Like in many other associations, all Hilda residents are invited to join *årstämman* (the general annual meeting) and can vote on whether or not to proceed with any major changes undertaken by the board; and residents are also welcome to attend *extrastämman* (extra meetings) during which significant decisions may need to be voted upon. Additionally, with advance submission of three to four months prior to the meeting, residents can offer their own ideas and comments (motions) to be presented and responded to at the meeting.

⁷ Licensed under Creative Commons Attribution-ShareAlike 2.0 license (CC BY-SA, see <http://creativecommons.org/licenses/by-sa/2.0/>). © OpenStreetMap contributors, CC BY-SA



Figure 3-5: An elderly resident walking past a Hilda map. Photo by author.

As of July 2012, the board and employees are as follows:

The Board

Chairman: Giovanna Brankovic

Vice President: Nancy Mashoun

Secretary: Pia Albihn

Member: Thorbjorn Karlsson

Member: Dan Håland

Member and study organizer: Joachim Pier

HSB member: Bengt Skånhamre

Fastighetskontoret

Manager: Magnus Lindskog

Assistant: Giorgia (Dju) Mircetic

3.2.2 Conceptualizing Hållbara Hilda

Something notable about Hållbara Hilda is that none of the renovations required environmentally-friendly changes; rather the renovations themselves are standard. However, they are being conducted in such a way as to enable the installation of environmentally-friendly technologies. The main segments of Hållbara Hilda are: replumbing and bathroom renovation; new ventilation system and replacement of radiators; new centrally-controlled fire alarm system; renovation of the building facades; replacement of all inner walls located against brick; and professional removal of PCB from building joints. A description of each segment and its connection to environment are outlined in Table 3-1.⁸

In order to accumulate funds with which Hilda could pay back its loans for the project, it was necessary to raise the housing association fee. Because of the savings from the planned ventilation system, this would not have to be extraordinarily high at an overall increase of 16%. The first increase in 2009 was the most substantial at 10%, followed by 3% in 2010, and 3% in 2012, resulting in a current fee in 2012 of 665 SEK (80 Euros) per square meter per year (HSB [1], 2012). Unfortunately, because of delays in the project and less timely return on the environmental investments, it ultimately may be raised higher than anticipated, by 20%

⁸ For further detail on each of the renovation segments, see Hilda's blog: <http://www.hsb.se/malmo/hilda/sustainable-hilda-english-version?select=2.30599&collapse=true>

overall or more (T. Karlsson, personal communication, 25 June 2012). One might take note that whereas Hilda is described as a project involving both environmental and social sustainabilities, that these original segments only involve environmental sustainability. It is indeed the case that Hållbara Hilda was originally an environmental sustainability concept, and that some social sustainability requirements were added upon receipt of external funding, as well (mainly through LIFE+, described below). This funding can only be applied to the costs of sustainability-related segments of the project, whether environmental or social.

Table 3-1: Description of Hilda's renovation segments and their connections to environment.

Renovation Segment	Description	Connection to Environment
Replumbing / Bathroom Renovation	Replacement of corroded water pipes connected on all floors in between bathroom and kitchen; modern renovation of bathrooms.	While under construction, rigging pipes to route rainwater from collection tanks to toilets; installation of individual water meters for apartments; new extra piping for handling food waste; relocating ventilation houses so that space on roof for solar panels.
Ventilation System / Replacement of Radiators	New ventilation based on recapturing waste heat; radiators replaced to suit ventilation system design.	Exhaust air recovered at 16C, meaning that only needs to be heated up to 19C, using less district heating from municipality; radiators with individual thermostat so that more precisely control temperatures.
Fire Alarm System	Computerized, centrally-monitored fire alarm system that notifies main office of set off alarms and malfunctions.	No known connection.
Façade Renovation	Replacement of building façade, filling, and sealing against water penetration.	Fewer drafts and less moisture for better temperature control.
Inner Wall Replacement	Remodeling of inner walls located against brick outer walls, including improved insulation.	Improved insulation means less cold penetrating and less heat escaping for more effective energy use.
Polychlorinated biphenyl (PCB) Removal	Professionally removing PCB from specific joints and handling as hazardous waste.	PCB is an environmental hazard.



Figure 3-6: A billboard giving credit to Hållbara Hilda's partners and contractors. Photo by author.

Since receipt of funding in 2010 from two different government entities – EU LIFE+⁹ on a European Union level and Hållbara Städer¹⁰ on a national level – Hållbara Hilda has expanded to carry out new missions. EU LIFE+ has contributed 4.9 million SEK (approx. 580,000 Euros) to be paired with Hilda's investment of 12.7 million SEK (approx. 1.5 million Euros); and Hållbara Städer has joined in with 6.1 million SEK (approx. 720,000 Euros) to match Hilda's commitment of 14.3 million SEK (approx. 1.7 million Euros) (HSB [1], 2012). This makes for a total investment in Hållbara Hilda of 38 million SEK (approx. 4.5 million Euros) out of a loan budget of 240 million SEK (approx. 28.4 million Euros), with Hilda's portion already having been accounted for when financing the renovations and the rest being directed towards environmental initiatives (HSB [1], 2012). The aims of each of these funding programs, in turn, can affect the overall direction of Hållbara Hilda, including the participatory process.

EU LIFE+'s approach to combining environmental and social sustainability is through a program called Climate Living in Cities Concept (CLICC) that runs from 2010 to 2014, by which time the goal is to cut residents' carbon dioxide emissions in half and to have involved at least 70% of residents in some way (HSB [1], 2012). Thus, Hållbara Hilda, indirectly, has a social goal based on the involvement of residents. A major feature of CLICC is the training and activities of volunteer *climate coaches*, who are themselves residents and are responsible for communicating climate-friendly living ideas to other residents. As described on Malmö's CLICC page, "Physical investment and extensive renovations are a way to reduce energy use in buildings. But to succeed fully, those who live in the houses must also be included. The personal engagement is crucial" (Malmö Stad [5], 2012). CLICC currently seeks to satisfy the requirement of involving residents by having them fill out a carbon footprint tool Climate Living¹¹ in the hopes of increasing awareness of each individual's impact and identifying in which fashion they might practically make behavioral changes to help the environment. This is subject to change as the gauge of resident involvement in the future, as the current use of the tool is quite low after two years, at only 5% of residents. Beyond the stipulation of involving 70% or more of residents, LIFE+ does not set any further or more specific social goals for Hållbara Hilda.

Hållbara Städer, on the other hand, seeks to assist in the sustainable development of Rosengård overall, within which Hilda should meet the following environmental goals: half of energy from renewables by 2014; energy self-sufficient by 2020; energy and water consumption reduced by 40%; and reduced waste, with organic waste being directed towards biogas production (HSB [1], 2012). Through the planned technological changes, Hilda's

⁹ EU LIFE+'s homepage: <http://ec.europa.eu/environment/life/>

¹⁰ Delegationen för Hållbara Städer's homepage: <http://www.hallbarastader.gov.se/Bazment/hallbarastader/sv/start.aspx>

¹¹ Entrance to the Climate Living portal, only accessible to those with a code from the housing association: <http://climateliving.clicc.se/Login.aspx>

carbon footprint will decrease by 1100 tons per year¹² (HSB [1], 2012). Hållbara Städer does not set a clear social sustainability commitment for Hilda; and thus social activities are directed more from the LIFE+ side of funding. However, it is relevant to consider that in order to reduce consumption and waste, individual behavior must be addressed and those individuals must have an interest in change. Further, the momentum of positive change from technological solutions is limited; and ultimately social aspects need attention. Deliberative participation, as described in the [Literature Analysis](#), is noted as being useful for developing participants' interests in community interests and setting common goals, one of which could relate to sustainable behavior. As Trevor Graham, Head of the Sustainable Development Unit at Malmö Stad points out: "If we start dramatically decreasing our environmental impact from transport and dramatically decreasing our environmental impact from the built environment, then we'll have a massive increase in the percentage of the environmental impact of our lifestyle. So that's where we need to be starting to focus on helping people change their lifestyles" (One Step Beyond, 2009).

Initiatives that have cultured since both grants include: Hilda Day with a focus on environmental awareness and community-building, which will occur every year in September until at least 2014; an organic flower and vegetable plot for general enjoyment and children's education, located in a central courtyard; and an electric bicycle pool, from which residents can loan electric bicycles so as to travel in a more sustainable fashion than by car.

These developments have been applauded with gusto in several forms. In May 2011, Hilda won HSB's 2009-2010 environmental prize (Figure 3-7), presented in Stockholm (HSB [1], 2012); in May 2012, was nominated for Veckans Affärer and E-On's E-Prize (receiving second place); and in June 2012, was granted Miljöpartiets kongresspris (The Environmental Party's Congress Prize) (HSB [3], 2012). Most recently, Hilda has been nominated for the Gröna Lansens-priset (Green Lance Prize), a prize granted within Malmö for climate change and sustainability efforts (Hilda, 2012). Hilda has received visiting delegations from France, sub-Saharan Africa (organized by SIDA, a Swedish development agency), and Hong Kong – including Hong Kong's Environmental Minister, Edward Yau Tang-wah.



Figure 3-7: HSB's Environment and Climate Award as given to Hilda for 2009-2010. Photo by author.

¹² Since it is as of yet unknown what Hilda's overall carbon dioxide emissions are, one can view this in light of the average Swede's carbon dioxide emissions per year of 5.6 tons as of 2010 (Naturvårdsverket [2], 2011). Assuming 2500 residents at Hilda, this equates to current total emissions of around 14,000 tons per year and a reduction of approximately 7.9%.

4 Literature Analysis

The analysis of literature for this research has been fundamental in navigating what emerges as a complex web of stories that interconnect the theoretical and contextual bases for describing participation in Hållbara Hilda. The main purpose of this literature analysis section is to present a number of works that have been critical to building a theoretical foundation for describing forms of participation at Hilda, as well as characterizing variables that shape a situation of opportunities within and barriers to the process.

First and foremost, it is imperative to discuss the definition of *participation*. The meaning of the term is contested and varies greatly in the literature (Collins and Ison, 2009; Chess, 2000). Quick and Feldman (2011) believe that the concepts of participation and inclusion are too often intermixed; however, the author believes that participation in practice can not be so clearly distinguished as a separate process from inclusion, since participation benefits from inclusion. If participants are not joining a participatory process on the basis of inclusion, then the process is negatively affected – it can be unfair, unequal, and even subject to mob rule (Oughton, 2008). Garmendia and Stagl (2010) refer to participation as “including” both deliberation and inclusion. Shortall (2008) supports that participation indicates inclusion, though it is not definitive. She then rounds out the connections among inclusion, participation, and social capital: “Social capital relies on social inclusion; it cannot develop if people are unwilling or unable to participate” (Shortall, 2008).

It is also worth mentioning that much of the literature on participation is grounded in the public sphere, wherein governments initiate participation processes in their politics or projects. It is currently unknown how well this theory translates into other forums for participation (Roberts, 2004). These participation theories are borrowed for the purpose of examining the participation that is taking place within housing. The discussions surrounding participation involve general relationships that can be applied to more specific situations, and the literature supports the need for new approaches to connecting participants to administrators and to each other (Abelson et al., 2003). Certainly, it is appropriate for the case study to examine the interaction between the administrators and the residents (as versus public) and the extent of deliberation in the process. Indeed Gustavsson and Elander (2012) beneficially use these participation theories when examining the participation process in an environmentally-focused housing regeneration project in Örebro, Sweden; and many of the concepts arise in the best practice cases.

The terminology is thus slightly adjusted from words such as *citizens*, *public*, or *policy* to more housing-relevant terms. Herein *participation*, as relating to housing regeneration projects, is defined as “participation in the planning and administrative processes of [the community]...the interaction between [residents] and administrators that focuses on [housing project] issues and service delivery” as adapted from the definition set forth in Callahan (2007). This definition is considered distinctive from political participation and civic engagement (Callahan, 2007); and is especially appropriate for this research, given the administrative slant of the primary data.

Below, the literature analysis commences with an introduction to some of the features of a participatory process. Then the argument is made that participation should be considered from a more expansive perspective than the popular Arnstein’s Ladder model, which is focused primarily on power structures. This research is thus based on literature promoting a more dynamic, socially interdependent view of participatory processes. But even within a social relationship perspective, there is still the question of what makes the process meaningful; and herein is discussed a broad consensus that participants’ influence over

decision-making is essential. Then, to contextualize the nature of participation in Sweden today, recent changes to the methods of governance are briefly introduced. The analysis closes at an intersection of geography and history – with the deficits of planning during the formulation of the Million Homes areas and the resulting implications for current regeneration and participatory processes. The latter is perhaps not definitively theoretical literature, but it serves as a bridge to examination of in-practice situations and is followed by the best practice cases.

4.1 What a Participatory Process Involves

In order to examine a participatory process in practice, evaluation guides can be used, such as Warburton et al.'s (2007) "Making a Difference: A guide to evaluating public participation in central government." The evaluation guide "...helps planners set and measure attainable objectives, evaluate impact, and identify lessons for future practice" (Warburton et al., 2007). Although this research is not an evaluation per se, this guide sets forth aspects of a participatory process that are useful to highlight when characterizing a process in a case study. The aspects are: objectives of the engagement process, context, levels of involvement, methods and techniques used, who was involved, inputs (costs), outputs (products and activities), and outcomes (benefits and impacts). For more detail on examples of what is contemplated within each aspect, see [Appendix I](#).

Table 4-1: Participation features based on Warburton et al. (2007)

Participation Features				
Increasing Level of Participant Influence 				
Inform	Consult	Involve	Collaborate	Empower
To provide the residents with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain residents' feedback on analysis, alternatives and/or decisions.	To work directly with residents throughout the process to ensure that their concerns and aspirations are consistently understood and considered.	To partner with the residents in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the residents.

The guide also delineates the description of features and timing of participation. As seen in Table 4-1, there are five main features of involvement in participation. It also conceptualizes the timing of participation activities, which is important since timing can influence their effectiveness and influence on a project (Warburton et al., 2007). Figure 4-1 demonstrates some key points of activity during the project. Both of these depictions, features and timing, are oversimplified. Introduction to the concepts is useful for envisioning a structure around a participatory process (and that is why they appear here), but in practice, neither is likely to be linear. Specifically, a process can have several or even all of the features; and particular events can include several, as well. Warburton et al. (2007) describe the features as "goals", but this has herein been changed to "features" in order to better represent how multitudinous they can be. As described later, they do not have to occur linearly, nor independently. Also, timing in practice is not necessarily as linear – new efforts can be taken on within a project that require further participation, administrators can adapt in the midst and alter the direction of the process, outside circumstances can suddenly change and require a reconsideration of the overall approach, etc.

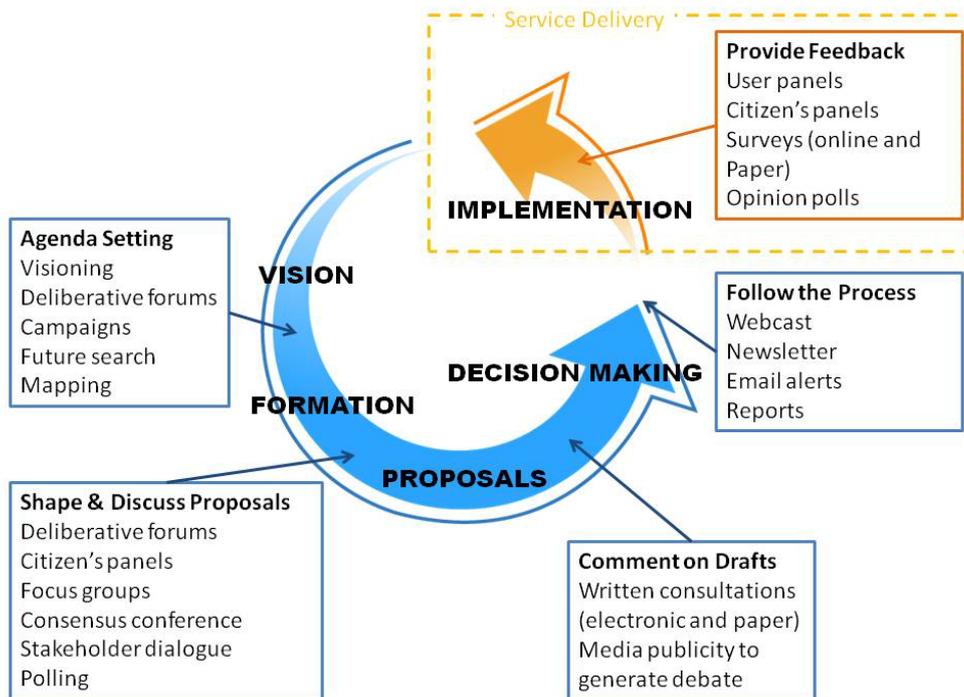


Figure 4-1: Timing of participation activities during a project (based on Warburton et al., 2007).

In order to look more closely at the dimensions of participation, one must further consider theory. Participatory theory is both expansive and diverse, to the extent that the field can become opaque or even contradictory. Helping to organize some of the participation ideas within theory, Webler and Tuler (2002) introduce the main categories of participatory theory: management theory, collaborative learning, decision analysis, procedural justice, theories of democracy, and evaluation. These are outlined in Table 4-2. Webler and Tuler (2002) contribute to theory with an assertion that participation should be a normative process, and that it is in part defined as “good” by a strong level of fairness and competence in communication. This is contestable and discussed further in the [Analytical Framework](#) section. They also insist that theory is invaluable for examining participatory processes, and themselves analyze empirical studies in light of these theoretical fields (Webler and Tuler, 2002).

Table 4-2: Six main participation theories, based on Webler and Tuler (2002).

Theory	Basis
Management Theory	How different participatory process choices by managers affect effectiveness
Collaborative Learning	Normative view of collaborative learning during process
Decision Analysis	How value structuring affects decisions
Procedural Justice	Based on fairness and acceptance of process
Theories of Democracy	Techniques for participatory democracy
Evaluation	Evaluation of effectiveness of process and outcomes versus objectives

When discussing their reflections, Webler and Tuler (2002) come to the conclusion that despite the value of theory for describing participation processes, several items need more attention. These are:

- how preconditions and other moderating variables affect the process,
- how specific participatory techniques perform,
- which intermediary outcomes can stand in for long-term outcomes that cannot be measured because of delayed effects, and
- pluralistic notions of what is appropriate or successful (Webler and Tuler, 2002).

The former of these, preconditions and moderating variables, is illustrated in relation to the participatory process in Figure 4-2 and listed in Table 4-3. Some might insist that fully describing all of these items represents a tall glass to fill; and whereas that might be true, it speaks to the difficulty of fully understanding and articulating the complex organism that is a participatory process.

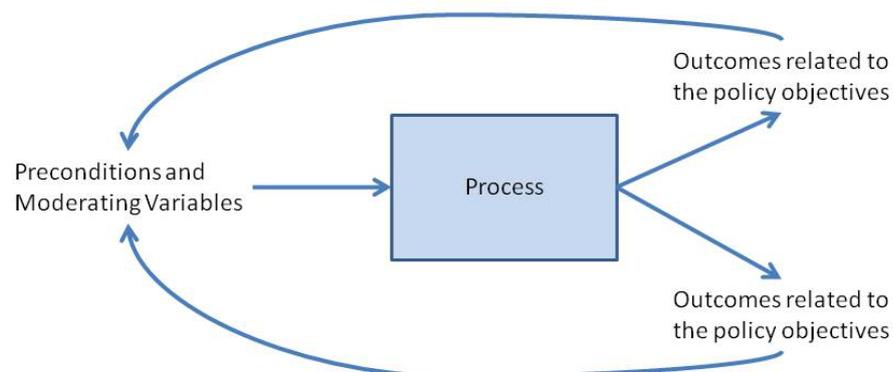


Figure 4-2: Illustration of how the contextual preconditions and moderating variables interact with the rest of the participation process. Based on Webler and Tuler (2002).

Table 4-3: *Preconditions and Moderating Variables (Webler and Tuler, 2002).*

Competence of participants
Community autonomy
Consensus on representation
Density of formed community groups
Qualities of social networks
Diversity of community groups
Economic dependence of community
Existing state of polarization
Experience with in-group–out-group communication
Legacy of trust or distrust
Legal constraints
Litigiousness of climate
Other ongoing projects
Physical resources (meeting space)
Presence of strong leaders
Support from residents
Support from regional leadership

Webler and Tuler (2002) present a case where they set forth specific recommendations for what research can focus on in participation in order to strengthen a foundation of participatory theory based on practice. This is essential, given how many disagreements stem from participation research, indicating that is an active field affected by different research perspectives. Further, Oughton (2008) describes the supporting and rejecting arguments of participation. She makes the kind of statement that is oft made about participation in the literature: "...[D]espite a general acceptance that stakeholder participation is important within decision-making, it is less clear as to how that participation should be undertaken, who should be involved, and how the various methods for participation should be evaluated" (Oughton, 2008). This is probably for many reasons, some of which could be: disagreements over the benefits of participation, different contexts requiring different approaches, cultural or political factors, and the difficulties of generalizing lessons from the complexities within empirical research.

It is also important to recognize, when considering the value of participation, that not everyone has time for or is interested in taking on a participatory role with more responsibility (Oughton, 2008; Stenseke, 2009). Participation, as opposed to being a requirement, would be better presented as an opportunity, an invitation. This presents a quandary in that a greater portion of involved participants is desirable because it is more representative of the community, but there will always be a segment that does not want, for any number of reasons, to be engaged.

Oughton (2008) also describes how participation has been changing from the traditional decide-announce-defend (DAD), where administrators would make decisions amongst themselves, announce the plan to other stakeholders, and then defend it against criticisms. It is instead becoming increasingly common for participation to be centered on deliberation in the more bottom-up, dialogue-based processes (Oughton, 2008). *Deliberation* herein is defined as a participatory approach that facilitates weighing different views and information, allows for participants to both speak and listen, and results in a dialogue within which differences are understood and reconciled (Burkhalter et al., 2002).

4.2 Deliberative Participation

The movement towards deliberation is a theme common to participation literature over the last decade. This can be considered a very important part of participation when trying to include many people. There may in fact be “a trade-off between inclusion and building shared commitment” (Johnston et al., 2010); and therefore it is essential that the participants involved undergo an effort to reconcile their differences and find commonality. Deliberation has been demonstrated to be effective at just this (Garmendia and Stagl, 2010; Wagenaar, 2007; Roberts, 2004). Hamilton and Wills-Toker (2006) label this kind of dialogue in deliberative participation as “sense making”¹³ and describe how it can better decisions, strengthen relationships, and allow for participants to create hybrid discourses of technical and cultural issues.

Nonetheless, deliberative participation is not without complications. Roberts (2004) contributes to the picture of participatory processes with an insightful investigation into some of the difficulties of participation as practiced through direct democracy, primarily with deliberation. From the standpoint of administration theory (similar to management theory described above), Roberts (2004) describes administrator and participant roles in different models of participation (Table 4-4). She goes on to give an overview of the current arguments for support or rejection of direct participation, and then presents the main dilemmas of participation: size, excluded or oppressed groups, risk, technology and expertise, time and crises, and the common good (as defined in Table 4-5). The dilemmas most relevant to this research are those of size, technology and expertise, and time and crises.

Table 4-4: Participant and administrator roles in different participation models, based on Roberts (2004).

Model	Participant Role	Administrator Role
Authority	Subject	Surrogate for ruler authority
Representative	Voter	Implementer of Legislation
Administrative	Client	Expert, professional
Pluralist	Interest group advocate	Referee, adjudicator
Political/market economy	Consumer, customer	Broker, contract monitor
Civil society	Volunteer, co-producer	Liason, co-producer
Social learning	Co-learner	Co-learner, trustee, steward, facilitator

Originally, deliberation was conceptualized as small groups of people meeting face-to-face in order to relate to one another and find common goals to work towards. However, *size* is now a dilemma of participation in that projects often affect many individuals and stakeholder groups, and it becomes difficult to arrange participation activities that can accommodate them (Roberts, 2004). In the case of housing, rental or cooperative associations often house hundreds or thousands of people. In some ways, deliberative participation can now be designed to take place digitally so that meeting spaces and times are not as restrictive.

¹³ Sense making is “discourse that includes embracing differences, generating new meanings, and engaging in an open-ended dialogue” (Hamilton and Wills-Toker, 2006).

Technology and expertise is also a dilemma concerning the difficulties of bridging the gap between technological experts and participants. As the imperfections of expert management of technologies arise (nuclear accidents, dioxin exposure, etc.), participants become more interested in having a say; however, there is not an obvious pathway for bringing more equality into technologically advanced areas. (Roberts, 2004)

The *time and crises* dilemma refers to the urge to make decisions post haste and how it can seem that participation processes interfere (Roberts, 2004). However, Roberts (2004) and Oughton (2008) both point out that participation can make projects more efficient. And when considering costs, one must consider the costs of not having participation (Roberts, 2004). Roberts writes: “There is the potential for implementation disruptions and failures, costly litigation when citizens challenge administrative decisions, not to mention lost good will and opportunities for social learning” (Roberts, 2004). Roberts (2004) goes on to describe crises as modern society’s *wicked problems* – a concept first developed in urban planning by Rittel and Webber (1973) – which are ambiguous, complex societal issues for which objective, definitive solutions do not exist (Rittel and Webber, 1973). Within these issues, the efforts to define them and act towards a desired state are confounded by the values and interests of different groups (Rittel and Webber, 1973). Housing, climate change, and sustainability are all areas that have been identified as involving wicked problems (Thompson and Whyte, 2012). Bottom-up processes such as participation and social learning have been set forth as potentially effective ways of coping with wicked problems (Thompson and Whyte, 2012; Roberts, 2004), perhaps because these activities can lead to shared definitions of problems and, if not common values, then common goals (Garmendia and Stagl, 2010; Oughton, 2008; Hamilton and Wills-Toker, 2006).

Table 4-5: The dilemmas of participation and recent developments, based on Roberts (2004).

Dilemma	Description	Developments
Size	Deliberation conceived for face-to-face relations, projects involving large groups of people, restraints of meeting spaces	New social technologies able to accommodate thousands of people, better attention to design and process
Excluded or oppressed groups	Disadvantaged people such as minorities, immigrants, homosexuals, elderly, future generations, etc. excluded or oppressed	Legislative improvements expanding rights, still issues with resource distribution allowing attendance, possible to offer reimbursements, difficulties with computer literacy, educational divide, helped with direct contact
Risk	Complex technologies decided upon often involve serious risks to health and/or environment	Dialogue among oppressed to help reveal injustices, or more simply dialogue and civic education
Technology and expertise	Difficult competition with technological or other professionals, hard finding room for other participation	Surfacing of limitations to expert decision-making, still missing forum for combining expert and non-expert input
Time and crises	Decisions often required quickly, and participants can have limited time	Cases show that deliberations can be effective and maintain civility if given time, must consider costs of problems occurring without deliberation, wicked problems shown to be addressed with collaboration and deliberation
The common good	May not truly reflect the common good, which relies on deliberation rather than just political equality or public opinion measures	Some trends away from interaction, still possible to create space for deliberating, learning during deliberations perhaps helped with aid of expert, possibly redefine roles

After an examination of extensive literature and specific cases, Roberts' conclusion is that although most of these dilemmas still present problems, creative experimentation with participation processes has resulted in inventive solutions and overall evidential support for the pursuit of deliberation (Roberts, 2004). She writes that "it is possible to create a public space for social learning even in complex, modern societies" (Roberts, 2004). It is clear that more examples are needed of deliberative participation in practice, especially in large groups

with diverse interests; and Roberts (2004) recommends that the next step should be continuing to track practitioners and build theory, especially pertaining to administrators.

4.3 Multi-Variable, Embedded Participation

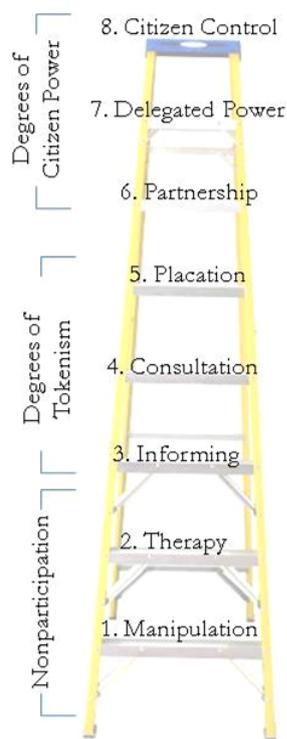


Figure 4-3: Arnstein's Ladder of Citizen Participation, based on Arnstein (1969).

Now that there is an understanding of general and deliberative participation theories informing this research, it is necessary to contemplate the perspective on participation that this research assumes. Largely, literature on participation in practice has based its conceptualizations on Arnstein's (1969) metaphor of a "ladder of citizen participation" with a simplification down to eight major rungs that stand for various levels of power accorded to participants from the wielding authority, as illustrated in Figure 4-3.¹⁴ However, this discussion is yielded from the assumption that power structure is the most important variable in a participatory process. One might instead consider that the social dynamics of participation are motlier than relying on just one variable. Rather, many variables influence the process and its outcomes. Some of these variables might involve the nature of a community's history and diversity, and others might concern the way that people relate to one another and form connections. Some examples are represented in the preconditions and moderating variables identified in Webler and Tuler (2002), as listed in Table 4-3. Although power is an important part of the picture, it is not exhaustive. These other variables are particularly relevant to contemplate when studying sustainability projects, in which participation can be about both influence and social relations; and the issues they aspire to address are complex.

Recent literature supports a multifaceted view of participation. According to Dempsey et al. (2011), participation is a staple feature of *sustainability of community* (the ability of communities to resiliently maintain their functioning, based on social interaction, participation, community stability, pride, and security); and like other forms of sustainability, it can be dynamic and involve transformation over time. In other words, participation itself is not static and is subject to change and adapt while ongoing. Social relations are not typically concrete – relationships and ongoing processes can change and thus alter the functioning of the participatory process. For example, new residents moving in can come from different backgrounds or income levels and subsequently alter the social mix. Accordingly, Collins and Ison (2009) in a sense modernize the concept of participation beyond Arnstein's ladder to recognize the importance of collectivism and community issues in participation.

Collins and Ison (2009) identify two primary issues stemming from participation: what kind of participation is used and the challenge of deciding who and how many participate. These factors influence to what extent change actually occurs in a community, but they also involve a number of trade-offs. For example, a larger number of participants may be more representative, but may also involve more disagreement and difficulty in reaching consensus (Oughton, 2008). In regards to what techniques are used, Lidskog and Elander (2007) support that deliberation is important for dealing with complex issues – as it is a form of participation

¹⁴ Some other aspects of Arnstein's (1969) ideas resonate herein. One might recognize some of the rungs as forms of participation as outlined in Warburton et al. (2007). In this paper, they are considered only as forms, rather than levels of allotted power.

that is responsive to change. This relates again to the discussion of participation as one potential method of attempting to reconcile wicked problems.

Likewise, Collins and Ison (2009) argue that participation must be handled as a dynamic organism in order to deal with complex issues such as climate change; but that further, real change in communities results from an extension of participation into social learning (Figure 4-1) (Collins and Ison, 2009). *Social learning*, based on Bandura (1977) and Vygotsky (1978)'s definitions, is defined as cognitive and empathic learning through social interaction and relation within a social setting (Garmendia and Stagl, 2010). This is a specification within *learning*, which involves the assimilation of information, including from experiences, resulting in change and improvement of knowledge and/or actions (Van de Kerkhof and Wiczorek, 2005). Collins and Ison consider the following processes as under the umbrella of social learning:

- The convergence of goals (more usefully expressed as agreement about purpose), criteria and knowledge leading to awareness of mutual expectations and the building of relational capital (a dynamic form of capital that integrates the other forms, viz artificial, natural, social and human...).
- The process of co-creation of knowledge, which provides insight into the causes of, and the means required to transform, a situation. Social learning is thus an integral part of the make-up of concerted action.
- The change of behaviours and actions resulting from understanding something through action ("knowing") and leading to concerted action.
- Arising from these, social learning is thus an emergent property of the process to transform a situation... (Collins and Ison, 2009)

Participation is therefore embedded in a larger system of social learning, which itself can be considered embedded in social sustainability features such as social capital. It is necessary to recognize that participation is a step towards something broader; but also that how participation takes shape matters for the ability to take action, especially when handling wicked problems. One must keep in mind though that, like participation, social learning involves costs of time and resources. Pahl-Wostl et al. (2007) in their examination of social learning in water resource management observe that social learning generally occurs over three different time scales: short-to-medium as collaboration occurs in the process; medium-to-long while networks undergo alterations; and long during the structural shift of governance. They also argue that parts of the process that require intensive resources, such as negotiations and rule changing, should only be undergone when both the administrators and participants decide they are necessary (Pahl-Wostl et al., 2007). Given the arguments against participation based on costs, taking these dimensions to heart is important for the design of a process even when social learning is a desired outcome.

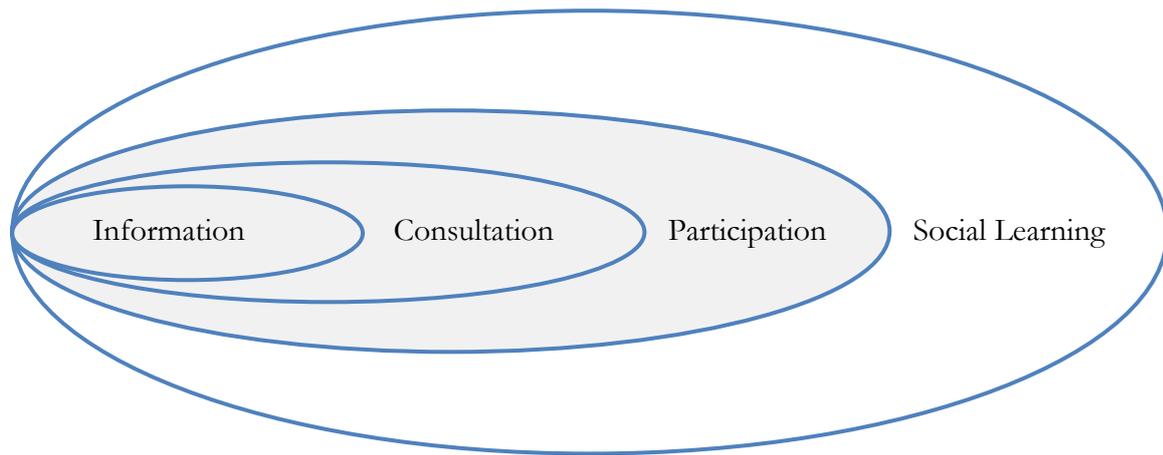


Figure 4-4: Embeddedness of participation in social learning. Based on figure from Collins and Ison (2009).

The discussion of embeddedness is particularly interesting for considering the connection between participation and social sustainability. Van de Kerkhof and Wieczorek (2005) research *transition management*, which is a field of policy strategy that is based on the premise that sustainability change must have not only technological innovations, but also “institutional and sociocultural transformations” (Van de Kerkhof and Wieczorek, 2005). In other words, in order for societies to address sustainability, they must transition from business-as-usual both structurally and socially. These transitions are imagined to be implemented through learning-by-doing (Van de Kerkhof and Wieczorek, 2005); and social learning is needed in order to “cope with uncertainty and change” (Pahl-Wostl et al., 2007). Indeed, Wagenaar (2007) supports that social learning helps build community ties that are useful for resilience to disruption. But the literature is unclear on how to go about promoting such learning (Van de Kerkhof and Wieczorek, 2005).

Given the connection forged between participation and social learning in Collins and Ison (2009), participation could be a starting point for transitioning between status quo and social sustainability. As discussed earlier, deliberative participation can promote empathy for other participants’ standpoints and encourage development of shared goals – an outcome that may be useful for handling wicked problems like sustainability. Van de Kerkhof and Wieczorek point out that involvement is needed for transition to sustainability because: “Understanding a problem requires not only factual and empirical knowledge but also insight into the normative aspects of the problem, which may partly be subconscious. Ignorance does not primarily follow from a lack of information on the ‘facts’ but from a lack of insight into the (conflicting) normative assumptions underlying the different viewpoints” (Van de Kerkhof and Wieczorek, 2005).

Oughton (2008) notes that whereas consensus is not always possible, deliberations in participation are useful for bringing to light the motivations for dissent. Also, Vallance et al. describe a potential link between housing and social sustainability as “how people’s relations with ‘nature’ can be transformed in suburban settings as they make ethical judgements about the way they use, and care for, their immediate environment...” (Vallance et al., 2011). In other words, deliberative participation could be a venue for dialogues that hash out disagreements and values, establish empathic understandings, and stimulate the formation of shared goals; and these relations can be grounded in the immediate housing environment and surrounding nature. Administration still has a significant role in the process: as a complement to deliberations, leadership from administrators is important for supporting and lending guidance to the process (Pahl-Wostl et al., 2007). However, it is also essential that administrators allow for participants to truly influence decisions, as discussed in the following

section – or else these activities are just a farce and do not actually contribute towards social sustainability.

4.4 Participation for Influence over Decisions

But what is it that makes participation meaningful? As discussed above, the form of participation matters, and deliberation is a recommended approach to dealing with complex issues; but further, there must be a connection between the participatory process and the outcomes. According to Monno and Khakee (2012), planners are faced with the growing sentiment that participation has failed to make a difference. However, this is often – as exemplified in their article with the example of participation in Stockholm’s Hammarby Sjöstad – due to participation as tokenism. *Tokenism* is defined as consultation with the public without true intension of permitting influence on the outcome (Monno and Khakee, 2012). In other words, part of what makes participation meaningful is the ability of the participants to affect the decisions made. Hamilton and Wills-Toker underline that “if participants fail to see their perspective valued, they may become aggressive, passive, or withdrawn, potentially fueling distrust and causing gridlock” (Hamilton and Wills-Toker, 2006).

This factor has a hint of Arnstein’s ladder – it does indeed involve power, power over decisions –, and direct participation such as deliberation requires power sharing (Roberts, 2004). However, there is more than just power involved: if a participation process is conducted in such a way as participants have the possibility of influence, then the benefits can be more than the obvious act. According to Monno and Khakee (2012): “For citizens the value of participation is its tangible benefits but also to acquire necessary social and knowledge capital in order to understand better the society and hopefully influence future decisions.” Participation with the ability to influence can nurture community bonds, encourage further collective deliberation, and establish better support for the process itself (Callahan, 2007). It can also be “therapeutic” and give people “psychic rewards, a sense of freedom and control over their lives” (Roberts, 2004).

The bottom line is that influence over decision-making is what makes participants feel included in the process. Quick and Feldman (2011) demonstrate that high levels of inclusion in a process can result in better acceptance from the community, and that inclusion builds upon the interconnections within the community in such a way that participation alone does not. Garmendia and Stagl (2010) also support the idea that both participation and inclusion are necessary for instigating processes that open up the possibility of social capital through social learning. Further, inclusion and social learning born of participation processes are identified as essential to transforming communities into adaptively complex communities, able to cope coherently with local challenges (Wagenaar, 2007). As Wagenaar eloquently reasons: “The epistemic argument for participatory, deliberative democracy in governance is that it is superior to representative arrangements in dealing with system complexity because it increases system diversity and system interaction” (Wagenaar, 2007).

This discussion reveals that participants’ influence over decision-making and their prospects for social learning are intricately connected; and together they can promote the building of social capital and support a direction towards social sustainability. This explains why the author has selected these two variables (as opposed to any other related factors) for the research question. Of course, how the participation process is implemented is also affected by the political and social situations surrounding it – notably governance structures. This point brings up the following discussion on the modern shift in governance, wherein participation is an important feature of new governances that are more localized.

4.5 Localized Governance and Participation's Role

When it comes to understanding how new modes of governance affect collective action for sustainability on an urban level, Cars et al. (2002) represents a comprehensive introduction. Within the book's chapters arise several themes related to transformations of governance. Particularly relevant to this research paper is their discussion of how social capital and *institutional capacity* [defined as “forms of richness that enable individuals and groups to mobilize resources and perform meaningful action” (Madanipour, 2002)] relate to how community members interact and influence change. They suggest that despite a shift of governance from a focus on higher government to local institutions, participation will continue to play a significant role (Healey et al., 2002). They also put forth that neighborhood projects are a significant scale for this new governance:

Over recent years, programmes for urban regeneration, community development and regional territorial development have created new kinds of institutional arrangements whose aims have been to overcome the limitations of compartmentalized policy delivery mechanisms. (de Mehalhães, 2002)

This is necessary for understanding that whereas participation is not new, it may now arise in different contexts; and that regeneration projects are a note-worthy stage upon which these methods are being tested against historical, policy-driven participation processes. Notably, as Shortall (2008) attempts to clear up the common inter-mixing of terms surrounding participation, she points out that “...social inclusion is seen as dependent on the openness of political structures to allow individuals to participate...” (Shortall, 2008). Thus the functioning of governance systems can even affect the way that a participation effort manifests. These dimensions could be part of the explanation of why participation ideals have changed from being more consultative to more deliberative – placing a greater focus on inclusion and empathic dialogue – and why it has become an important feature of programs outside of government.

Nonetheless, how extensive participation should be remains contested (Callahan, 2007). Namely, there are disagreements over whether democracy should be representative or direct – if people should elect individuals to positions to represent them or if they should be able to directly influence policies and other decisions. Many of the arguments for representation are focused on the potential shortcomings of direct participation: people are not interested enough, expert enough, or have enough time to seek out direct responsibilities (Callahan, 2007). Whereas the arguments for direct participation include that it can lead to more social stability, collaborative decision-making, and acceptance of the process (Callahan, 2007).

But it depends on the situation; and there are areas where “ideal conditions for participation exist” (Callahan, 2007). In places where people are dissatisfied with the government's (or other administrators, if not government) programs, there tends to be a greater interest in direct participation (Callahan, 2007). On the one hand, Sweden is believed to have an “effective and trusted democracy” (Monno and Khakee, 2012);¹⁵ and on the other hand, particular places within Sweden such as the post-war¹⁶ or Million Homes areas have fallen into physical and social disrepair despite a strong democracy. Through participation, individuals can have more influence in governance situations where representative democracy has failed to produce communities in which people feel their needs and desires are truly represented.

¹⁵ Sweden has a high voter turn-out, with 84.63% of the population voting in the 2010 parliamentary elections; and the turn-out has not dropped below 80% since 1958 (IDEA, 2011).

¹⁶ Post-war refers to construction following the Second World War, but prior to the Million Homes Program, mostly during the 1950's.

During the 1990's there was shift in Swedish housing policy from a focus on social programs to a focus on sustainability ones (Lundqvist, 2004).¹⁷ This is important for motivating urban regeneration and organizing funding for sustainability projects; but it is also important to look at participation occurring outside of government. Even though the government is a powerful force for driving collective action (Lundqvist, 2004), participation can expand to affect projects in other governance structures, as well. Birgersson (2003) describes the insufficiency of government services in rural areas of Sweden and how rural residents have organized themselves and influenced decision-making through residents' associations instead. He proposes that similar participation could be effective in neglected urban areas of Sweden and highlights housing associations as being key (Birgersson, 2003). "The housing company is a very important actor in these areas...The staffs are ambitious and professional and do a very good job. The problem is that they do it *for* the people and not *together with* the people" (Birgersson, 2003). Now in some of these disadvantaged areas, participation through sustainable housing projects presents an opportunity to directly influence the environmental, social, and economic outcomes.

4.6 Regenerating Sweden's Million Homes Program Areas with Participation

This section departs from theory into applied research and is important for understanding the urban context of participation in sustainability projects. Thus, the literature analysis is finalized with the current decomposition and renovation of Sweden's Million Homes areas is Hall and Vidén (2005). They suggest that whereas some of these housing areas have survived under regular maintenance¹⁸, many have degenerated relatively quickly. The implementation of changes can be characterized differently; and how these changes are enacted is important, given that Sweden is once again facing a housing shortage (Hall and Vidén, 2005).

Approximately 15% of the Million Homes areas have been repaired and/or upgraded, and Hall and Vidén (2005) identify six "patterns of action" ranging from simple to dramatic. These six include: "maintenance and conventional daily care", "maintenance with ambitions to change"; "improvement and renovation according to residents' decisions"; "turn-around without demolition"; "large-scale turn-around"; and "demolition to reduce the number of dwellings and/or change the type of building" (Hall and Vidén, 2005). These categories are likely to overlap in many circumstances, but it is interesting to note that at least one of these patterns is fundamentally based on the participation of residents. And Hall and Vidén (2005) describe this category as often including new, more localized management.

Some of these patterns fall short of achieving more comprehensive changes to the overall feel of the neighborhood. The unconvincing structural design and uninviting layout of the buildings in these areas has been subject to much criticism over the decades (Hall and Vidén, 2005). Further, although many of the structural problems faced involve leaking to the interiors or faulty plumbing, Hall and Vidén (2005) point out that the outdoor areas – including the disorienting organization of buildings and lack of centralized meeting spaces – contribute to socially-related issues. As Vestergaard (2000) phrases it, "physical changes, both major improvements and high levels of repair and maintenance, are necessary but not sufficient to secure a socially balanced housing environment." Thus it is the case that more community-based regeneration is desirable, which participation might motivate.

¹⁷ Part of the motivation for this is an interest in stimulating the economy by partnering these efforts with sustainable technology developments in Swedish industry, thereby creating green jobs (Lundqvist, 2004).

¹⁸ This has indeed been the case for many of MKB's rental housing areas, including Augustenborg (L. Eriksson, personal communication, 24 June 2012; Å. Dannestam, personal communication, 27 June 2012).

On the other hand, Hall and Vidén (2005) say that where residents are more involved, measures are taken that are less dramatic and thus less costly. However, making environmental changes simultaneously can offset the costs and thus justify more ambitious, participation-driven projects (for example, savings on electricity if replacing electric radiators with heat pumps). They also point out that state subsidies have been an indisposible factor supporting regeneration (Hall and Vidén, 2005), and this has been demonstrated to be the case in sustainability projects, as well. Therefore, the current regeneration of the Million Homes areas presents an exciting opportunity to both offer participation to residents and incorporate environmental renovations that will save money and contribute to sustainability efforts.

5 Analytical framework

The above-described literature forges a framework that can be used to analyze the findings of the case study. Some of the messages emerging from the literature analysis are that dialogue, especially conducted as deliberations wherein there are efforts to empathize and realize common understandings, is important to organize, that participation can serve as a bridge between familiarity and social learning, that the opportunity for inclusion and influence is key, and that participatory design is potentially significant for transitioning to forms of societal groups that can effectively address complex challenges. While keeping these lessons in mind, it is necessary to look to the literature for a structure within which to examine how well a participation process is incorporating them in different forms.

Therefore, literature that clearly organizes forms of participation into techniques and outcomes is drawn upon for this framework. The main points that are utilized are: aspects of a participatory process as defined in Warburton et al. (2007) ([Appendix I](#)) and Webler and Tuler's (2002) preconditions and moderating variables (Table 4-3). To clarify how terminology is used for the framework:

- *aspects* are defining characteristics of a participatory process (each process will have all aspects, but they will be characterized differently);
- *features* are the ways in which people might participate in the process, and each of the features can involve forms/techniques such as meetings, polls, festivals, etc.;
- *preconditions and moderating variables* are part of the context of the participation process and can influence the process before and during (further defined below);
- *models* are overarching methods that involve a specific combination of features; and

Whereas this research does not seek to be normative, it does proceed from the belief that participation is useful for achieving social sustainability. As delineated in the literature analysis in [Section 4.1](#), there arguments both for and against the use of participation. Part of this is because it is difficult to separate out ethics, ideas of “right” and “wrong”, in any socially-focused field (which is ironic since participation can be used to help reconcile these differences). But here the author must highlight that this research is about understanding *what* happened and how well the happenings work towards social sustainability,¹⁹ rather than judging whether or not it was *good*.

The analysis, though not necessarily explicitly, draws on the theories presented in Webler and Tuler (2002). It is beyond the scope of this research to be able to account for all of their recommended expansions of participation research, but the research question includes attention to techniques, and the preconditions and moderating variables (Table 4-3) were considered after each interview for significance in the discussion and confirmed with the interviewee. Webler and Tuler define these terms: “We use the word *preconditions* to refer to the initial condition of variables that shape the process, and we use the term *moderating variables* to convey the notion that the landscape in which the process operates can be altered during the process itself” (Webler and Tuler, 2002). This is considered especially useful for analyzing the case study within a larger vision of influences and holding true to Collins and Ison's (2009) suggestion that participatory processes are about more variables than power. It also helps to explain opportunities and barriers arising within the case.

¹⁹ The discussions about the need to work towards (the arguably vague idea of) sustainability, on the other hand, are also highly infiltrated with ethical concerns.

Certain aspects from Warburton et al. (2007) are emphasized in the analysis because of their greater relevance to answering the research question – namely, objectives, context, levels of involvement, methods and techniques used, and inputs (costs). Warburton et al. (2007) also suggested four general questions to pose about a participation process; and these were used in the semi-structured interviews (responses can be seen in the notes in [Appendices A-II](#)). The questions are:

1. What are the main lessons learnt from the whole thing, and why?
 2. What should you never do again, and why?
 3. What was the best / most successful aspect of the whole thing, and why?
 4. What is the most significant change / biggest impact the process has had, and why?
- (Warburton et al., 2007)

This research is based on the premise that influence over decision-making is a fundamental approach to effective participation; but also that participation in communities is dynamically complex and cannot be described in purely single-variable or linear terms. Thus, the author conceptualizes the features of participation described in Warburton et al. (2007) in a non-linear configuration as depicted in Figure 5-1. In this format, one can imagine that it is possible for involvement to lead to empowerment, collaboration to lead to informing, and so on.

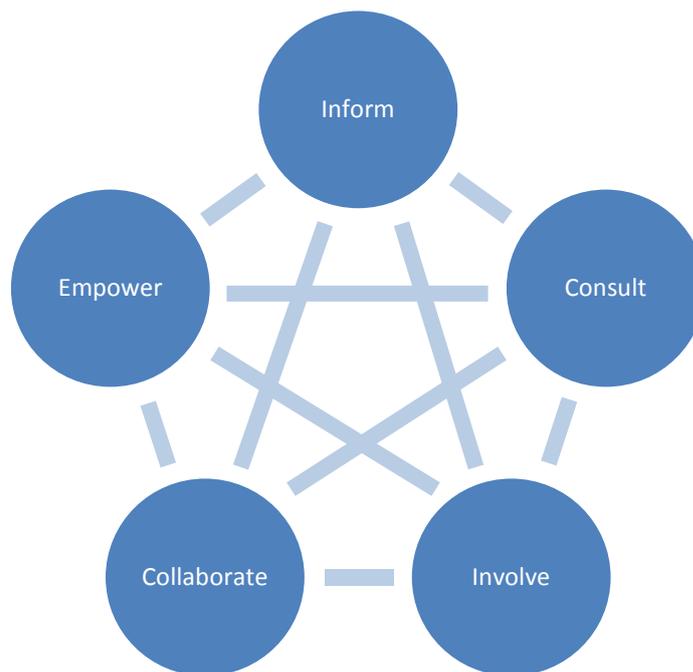


Figure 5-1: Non-linear conceptualization of participation features (Source: own, 2012).

It is also important to further envision that a project does not necessarily cease after one implementation stage, as new branches of a project can be birthed from activities during its various phases. For example, funding from an external organization during a later phase can change the requirements of a project and result in new offshoots that create fresh opportunities for participation. So whereas Warburton et al. (2007) offer a useful visualization of timing of participatory activities (Figure 4-1), within the analysis, participation is considered to be possible in wider, multiple windows of time.

The importance of considering these aspects and features goes beyond functionally describing the case. Examination of how the participatory process was implemented serves to reveal the extent of influence that participants had over decisions in the project, as well as whether or

not there were opportunities for social learning. For example, if the project's goals do not involve including residents in the decision process, then it is much less likely that this will be done; or if the features of participation are mainly about informing, then the process does not set up situations in which people are motivated to interact and socially learn. Some of the same techniques for participation can be used differently to achieve different features of participation – such as Internet communications, which can be used solely to inform, or used as a forum for collaboration or even empowerment. Thus these descriptions function as useful tools for answering the research question.

6 Case Context: Best Practice Participation

In order to expand learning beyond a comparison of the main case and the literature, the research also briefly presents three cases of what are considered best practice participation in sustainability-related projects in Sweden. Sweden is focused upon because when looking at cases within the same country, some variables (such as politics and cultural practices) are kept constant (Simons and Zanker, 2012). Only one relevant sustainable housing regeneration case was found. Thus, the cases vary in focus area: transportation planning in Malmö's City Tunnel project, landscape management in Öland, and sustainable rental housing in MKB's Ekostaden project in Augustenborg, Malmö. The purpose of this section is to offer a summary of the projects and what were considered the main factors that made their participatory processes successes.

6.1 City Tunnel, Malmö

Wiman (2011) studied the participation process undergone in the major transportation project City Tunnel in Malmö, Sweden. The City Tunnel project made Malmö Central a throughfare, add two more stations around Malmö at Triangeln and Hyllie, and split the tracks just west of the new Hyllie station to connect to Denmark and the Ystad rail lines. Construction started in 2005, was completed in 2010, and involved 17 kilometers of electrified rail tunnels and an 8.5 billion SEK (roughly 1 billion Euros) budget. (Wiman, 2011)

The City Tunnel project was the first major project to be tried under the new Environmental Code of 1999, which involves more stringent requirements for participation. In 1999, the early consultation and feasibility study were conducted, prior to application to the Environmental Court for acceptance under the new code. In March 1999, after sending out 29,000 invitations and posting advertisements in local newspapers, the early consultation was held with 300 attendees. During the meeting, information was presented and then the attendees were divided up into four subject groups to facilitate dialogue. Comments during the meeting and sent in via mail thereafter were incorporated into the court application. The court ruled that the City Tunnel project could proceed, but was likely to have significant environmental impacts and must offer extended consultation. Reference groups were also formed: some on the basis of recommendations from CTK or Malmö Stad, but some spontaneously – such as a group of 30 individuals in the Bunkeflo-Vintrie area who were inspired to become involved in the dialogue after a churchyard information meeting. (Wiman, 2011)

The extended consultation was offered in October 1999. All residents along the City Tunnel route were invited (45,000 households), along with NGO's, municipalities, property owners, and other stakeholders. The event was posted in public places and advertised in local newspapers. The consultation was held as four meetings in four different areas: Malmö, Triangeln, Southern, and Lockarp. Altogether there were 600 attendees, with the Triangeln meeting accounting for half. The extended consultations resulted in the formation of more reference groups; and the comments and questions (submitted by the reference groups or by letter) led to further investigation into raised issues. An exhibit was constructed in 2000 where visitors could look at maps and descriptions, and they could submit questions and comments (in a locked box), which were responded to via e-mail within a few days of receipt. The exhibit developed along with the project – changing in location and form – and eventually involved staff, a café, large showrooms, lectures, and a film-viewing room. Visitors, at one point, could book guided tours; and often there were local lectures on subjects touching upon the City Tunnel project. (Wiman, 2011)

Overall, about 51% of Malmö residents partook in the exhibits,²⁰ and 2% partook in reference groups or consultations. Participation in City Tunnel, during both planning and construction, involved: mail, e-mail, Internet, informational material, reference groups, seminars, exhibits, open houses, and surveys. Wiman remarks that mail is useful only when combined with other forms, but supports to use of Internet: “This is an easy and great way to reach out to a large portion of the citizens” (Wiman, 2011). She ranks the techniques as follows:

1. Transparency: homepage, informational materials
2. Participation: mail, e-mail, surveys
3. Influence: reference groups, open houses, seminars;

But she notes that normally the latter three would instead be placed under participation; and they are more about the involving and consulting features, as identified in Warburton et al. (2007), rather than collaborating and empowering. But it also relates to how the features are not clearly linear. Wiman ranks them as influence because “[t]ransformative influence has not happened, but influence that led to increased inquiries and investigations [sic]” (Wiman, 2011). (Wiman, 2011)

Some of the main issues that received attention because of participation include: (a) alternatives to the rail connections at Lockarp; (b) the possibility of the Triangeln station attracting crime; (c) the effect of Triangeln station’s construction on the many local children care centers; and (d) the necessary overall size of the rail tunnels. The consortium responded by extensively investigating these scenarios; and it also answered interest in more reference groups with the creation and support of more groups. The surveys conducted regularly throughout the process demonstrated almost entirely positive support for the project, though Wiman notes that it is impossible to determine how much of this stems from participation.

All in all, Wiman concludes that participation in the City Tunnel project was a good example of deliberative democracy with communicative planning [wherein planners are entrenched in dialogue and other communications that influence, directly or indirectly, actions within a project (Innes, 1998)] that was done *with* participants, instead of for them. (Wiman, 2011) Collaboration and empowerment were not featured in the process, but it was effective at involving a respectable amount of locals – which is a big accomplishment considering the relevance of the size dilemma.

6.2 Landscape Management in Öland

Stenseke (2009) analyzed participation in Öland’s landscape management projects, which are considered successes in terms of local participation. Öland’s richly biodiverse land and its historical sites were abandoned and falling into disrepair with the advent of modern agriculture. Its two EU LIFE projects (one for alvar land and the other for wetlands and meadows) and the application for World Heritage recognition are considered to have been the impetus for a successful participation process. When planning was originally instigated by the county administration, participation was “minimal” (farmers gave opinions and had some impact on the planning). However, once these processes led to agreement on a declaration of intent, the creation of common fora, and an increase of local influence, participation increased to “interactive”. (Stenseke, 2009)

LIFE and UNESCO administrators’ approach to inclusive participation was key to establishing a collaborative learning environment that led to co-management of the landscape. This was initiated by reaching out to farmers with investigative questions instead of established plans; and during these interactions, farmers felt that the administrators were

²⁰ Visitors could be counted more than once, and Malmö resident visitors were not distinguished from outside visitors (Wiman, 2011).

interested in their thoughts and that their perspectives were understood. Simultaneously, farmers saw that their role within the landscape was recognized and began to better appreciate the value of the landscape itself. This developed into collaborative learning while exploring restoration methods; and during the learning process, the farmers' knowledge was documented and their cultural history and ways were investigated. The formal arenas set up were important for the ongoing dialogue and formation of a co-management system, and these consisted of a council for the World Heritage area and a committee on cultural landscapes. These two fora acted as "channels" for discussions and complaints, resulted in a sense of legitimacy of the projects, and reduced mistrust. (Stenseke, 2009)

The funding and leadership were also significant for the success of the participation process. The funding furthered the local community's drive to find solutions and became an important source of income for the farmers. Both the LIFE and UNESCO officials had some flexibility in their decision-making and integration of the locals' ideas; and the funding allowed them the time and resources to fully explore the participants' interests through extensive dialogue and collaboration. And whereas there was both incorporation of enthusiastic locals and outreach to the broader community, administrators also recognized that participation would not be total, as some people lack time or interest in joining. They did, however, face difficulties in dealing with bad past experiences with non-influential participation; and it was challenging at times to ensure that officials had the information that was sought or were at least able to direct participants to someone who did. (Stenseke, 2009)

Altogether, Stenseke (2009) finds that the main ingredients for creating a successful participation process in Öland were trust, respect, the creation of a system allowing local influence, shared understandings, time, and money. She proposes that barriers to this type of success would arise from rigid top-down directives and inadequate development of an environment for co-management. The outcomes at Öland are in this way directly tied to collaboration and empowerment; and the case presents an interesting approach to handling the dilemmas of size, technology and expertise, and time and crises.

6.3 Ekostaden Augustenborg

The case presented herein is based on a combination of information from Rolfsdotter-Jansson's (2010) report on Ekostaden and Lager and Lundquist's (2004) analysis of participation in Ekostaden. Ekostaden is the name given to the project for environmental, economic, and social sustainability in Augustenborg, a neighborhood of Malmö. The project was spurred in 1997 with the vision of Augustenborg as a model neighborhood for ecological living (Rolfsdotter-Jansson, 2010). In 1998, Malmö Stad, Fosie District, and MKB came together with Local Investment Program (LIP) funding to embark upon the project (later supplemented with MKB's investments and EU LIFE funding) (Rolfsdotter-Jansson, 2010). From the outset, participation was a central aim of the project.

The overarching objective of Ekostaden Augustenborg, as described in Lager and Lundquist's research, was "to use powerful overall efforts to jointly develop a sustainable platform for a better local environment, resource management and community between the residents and the different activities in the area" (Lager and Lundquist, 2004). They depict how the project involved "positive hidden agendas", referring to the idea that the ecology premise served as a tool for fulfilling other interests (Lager and Lundquist, 2004). Lager and Lundquist (2004) assert that the administrators' motivation was to address socio-economic issues; whereas the residents' agenda was to see a positive change and greater security in their accommodation.

Ilmar Reepalu, mayor and chairmain of the executive committee of Malmö Stad, recalls that at the start residents voiced that lowering costs and fixing the neighborhood's flooding problems

were priority (Rolfsdotter-Jansson, 2010). He describes: “The residents were involved in the process and that gave them the inspiration and the patience to wait. But it was also important that some things happened very quickly so that they felt that their input meant something” (Rolfsdotter-Jansson, 2010). No action was taken without agreement from the residents, and at several points they were involved in the planning (Rolfsdotter-Jansson, 2010). Some of the ideas that came directly from residents were the stormwater system, carpool, and energy metering (World Habitat Awards, 2012). Techniques that were used consisted of “community workshops, formal design information sessions, festivals, cultural events and informal chats on street corners” (World Habitat Awards, 2012). It is estimated that about one fifth of the residents have been involved in dialogue for decision-making (Rolfsdotter-Jansson, 2010).

Lager and Lundquist (2004) deduct that the main reason participation was not higher was because of administrators’ difficulties with letting go of authority. Specifically, when an idea was not panning out as planned, rather than allowing residents to cope, they would re-take control. They also detail how some residents were discouraged by the apparent locked doors and inaccessibility of staff at the local MKB office, and how, over time, there have been challenges to maintaining resident involvement and the momentum of the project (Lager and Lundquist, 2004).²¹

On the other side, there are many drivers for the positive participatory outcomes. The informal approach to meetings made people feel more comfortable and built trust. Trevor Graham, the former project manager for Ekostaden Augustenborg and the current head of Malmö Stad’s Sustainable Development Unit, spent lengthy periods on-site, conversing with residents; and MKB sought to connect more personally with residents by holding stairwell meetings or reaching out through the caretakers, who have regular contact with them (Lager and Lundquist, 2004). One of the best features of the communication is that it was “at the right level”, without being too technical or demeaning (Lager and Lundquist, 2004). Local clubs, such as Theatre Augusten, serve as an inspiration for the community feeling in Augustenborg and motivate residents to lead more enriched, active lives (Rolfsdotter-Jansson, 2010).

In these ways, Ekostaden Augustenborg has successfully made many environmental, economic, and social changes towards sustainability. The participatory process has utilized all of the features of participation; and there have been creative ways of dealing with the dilemmas of size and time and crises in particular.

6.4 Case Summaries

In the case of City Tunnel, the size of the project was so gargantuan that the biggest challenge to participation was the sheer breadth of outreach required. While there was a large budget and legal requirements from the Environmental Court driving extended participation, it was a process still considered to have been done well (as opposed to merely meeting the requirements). This was mainly because of: the diverse techniques used to involve stakeholders in the process; the way the exhibits developed and expanded along with the project itself; the responsiveness to and inclusion of all submitted questions and comments; and the willingness to increase involved dialogue with greater demand for reference groups.

Resource management participation in Öland faced the barrier of a negative prehistory – farmers’ past experiences with being unheeded during administrative decisions. The process was a success in spite of this thanks to the openness of administrators and interest from

²¹ This is specifically why MKB hired Åse Dannestam, the current project leader for Ekostaden Augustenborg and one of the interviewees for the Hållbara Hilda case.

farmers, in addition to the resource support from LIFE and UNESCO. The aspects that were most significant in the process were: early involvement of participants in decision-making to the extent of co-management; treatment of participants' ideas and knowledge as expert; creation of formal arenas in which participants could conduct dialogue; and the trust and mutual respect built between administrators and locals.

Ekostaden Augustenborg undertook the cause of improving the reputation of the neighborhood under the banner of sustainability. Although it is difficult to encourage residents' interests beyond their own space, and the project was able to recruit just 20% of residents into dialogue, the community atmosphere positively changed and the residents who were involved made direct contributions to the direction of the project. The most important dimensions of participation were: setting participation of residents as an original goal of the project; directly implementing residents' suggestions for sub-projects; conducting meetings through informal channels, in informal settings; and communicating on an appropriate level with residents.

One of the messages that surfaces from these examinations is that trust is paramount. In order to have a two-way, co-learning participatory process, administrators must trust participants (their interests and capabilities), and participants must trust administrators (their receptiveness and accessibility). Another message is that the context of each of the cases has a huge influence – the geographical, political, and financial settings determine a lot about the character of participation. Finally, it is interesting to note that these cases are not recognized as good examples because of how many participants were involved. Rather, the recognition is based on the relationships that were established and the balance between flexible management from above (administrators) and influence over the processes from below (participants).

7 Hållbara Hilda Participation Case

Hilda's sustainability efforts manifested over what the author has identified as five major phases: the idea, consolidation into vision, receipt of sustainability funding, commencement of construction, and uncertainty about how to proceed in the future. These different phases arose from various internal and external influences and had different features of participation. These are discussed in the following sections.

7.1 Renovations: The Idea for Something More

This phase commenced in 2006 when leaking and water damage was becoming regular business at Hilda, and Hilda's insurance company raised the deductible in order to offset its costs from residents' claims. The piping was deteriorated, and there were consistently problems coming from the walls adjacent to the bathrooms. This insurance situation was handled among the insurance company, HSB, and Hilda – as the insurance company's contract is with HSB as a whole, rather than Hilda specifically. The insurance company agreed to normalize the deductibles again once Hilda replaced the plumbing system, which had originally been planned for 2017. And since this was costing Hilda upwards of 80,000 SEK (9,600 Euros) in 2006 (HSB [1], 2012), suddenly the economic incentive was very strong to handle the piping situation. What was to be done, though, was ultimately in the hand of Hilda's board, consisting of six elected Hilda residents and one HSB-elected non-Hilda resident.

Replacing the plumbing was to be an extensive and disruptive process involving torn down walls and outdoor restroom facilities. To support critical thinking and a smart planning process, the board brought in WSP, a consulting company with whom Hilda had enjoyed working during balcony renovations in 2003. It again became a matter of considering smart finances since the quality of the renovations would affect the lifespan the new design; and they started looking into energy saving measures. Given WSP's institutional experience with environmental work and the board member's suggestions such as rainwater collection and reuse, it was not a long jump to considering all of the possible future-safe-guarding and economically sensible environmental changes that could be made at Hilda. Thus, during this early brainstorming, the process involved Hilda's board and WSP; and there was little in terms of participation aside from the representation presented by the elected board members.

7.2 Hållbara Hilda: the Vision and the Vote

It is the case for Hilda's board that if any major decisions surpassing regular maintenance were to be made, then they required the voting support of the residents, a kind of direct democracy. In 2008, prior to a final vote on whether or not to proceed with Hållbara Hilda, they held two extra meetings to which all members were invited to join in on idea-generation and planning of the changes. These meetings were announced to residents with notices at Kryddgårdsskolan (meeting location), notices in the building entries, and broadcast on Hilda's television station (Channel 60), displaying computer-generated slides in a loop available to all residents with a television at all times. The meetings were held at Kryddgårdsskolan, an elementary school that normally accommodates about 300 students (Malmö Stad [3], 2012). The school is immediately adjacent to the east end of Hilda's property, easily within five minutes of walking for any Hilda resident. If a resident cannot attend a meeting, he or she can write a note allowing *fullmakt* (power of attorney). The first two meetings were a chance to influence the plan *before* the decision. Some residents suggested alternative fashions for the changes – such as placing the new piping under aluminum casings or installing electrical radiators – and then these were rejected by the rest of the attending residents due to impracticality or unattractiveness. In the first meeting, about 50% of attendees agreed to the changes; and in

the second, about 67% agreed (M. Lindskog, personal communication, 28 June 2012). In the final vote for whether or not to accept the project, a 2/3 majority vote would be needed.

Hilda's board consolidated the environmental and other technical changes decided upon to complement the bathroom renovations and plumbing replacement (as described in Table 3-1) into an informative 25-page presentation titled "Hållbara Hilda,"²² which they distributed to residents by mail. Within it, all of the renovation parts of the project, such as the bathroom renovations, replacement of ventilation system, etc. (see Table 3-1), along with other ideas including the establishment of a recreation group and improvement of the outdoor areas, are described. This document breaks down the changes to be made by time span so that a resident can see what is coming in the immediate months versus what is planned for five years down the line. It includes illustrations, explanations, and justifications for each part of the project. The board then mailed to the residents asking for a yes/no response to the proposed changes. This was followed by a meeting during which residents could vote yes/no to the plan; and this meeting was announced in a similar way as the other extra meetings, starting two weeks before the date, and was likewise held at Kryddgårdsskolan.

Including family members, approximately 400 of Hilda's 2500 residents (16%) attended this meeting, 230-240 of which could vote (one vote per household) (T. Karlsson, personal communication, 25 June 2012). This is relatively high compared to the attendance at Hilda's annual meetings, which has ranged from 40 to 90 attendees (1.6% and 3.6%, respectively) between 2005 and 2011 (HSB [4], 2012). In advance of the vote, the board held a question and answer session to ensure clarity. This meeting was a chance to directly influence the decision. Despite reports of disgruntled complaints prior to the vote, the vote itself was nearly unanimous on all points. There were people against some points, purportedly because they had concerns about putrid smells emitting from the food waste grinders, being able to clean under the new bathtubs, dealing with the disruptions of construction, or paying into the project when they had earlier paid out of their own pockets to remodel their bathrooms. There may be other reasons, but these are some of the ones suggested. Overall, the vote was clearly in favor of all of the parts of the project; and thus, Hållbara Hilda was voted into being.

After the decision, residents were informed by mail that it is possible to object to the result through *hyresnämnd* (rental court). Although a cooperative is not technically rental housing, cooperatives do not have their own court, and therefore complaints must be taken to the rental court. This presented an opportunity to residents who did not feel heard to voice their opinions. A few residents did present a claim to the rental court based on the difficulties of being at home during the construction or having spent money on an earlier renovation. However, in all of these cases, the court ruled that these complaints were not substantial in light of what is good for the entire housing association. And so Hållbara Hilda proceeded. To this point, the participatory process involved informing, consulting, and empowering.

7.3 External Sustainability Funding: A Game Change?

Malmö Stad's position in Hållbara Hilda was to lend support to the process; and one way to do this was to assist with applications for funding. When an opportunity was identified, Malmö Stad applied, and if granted, Hilda became the co-beneficiary. Around the same time as construction was commencing in 2010, Hilda was granted funding from EU LIFE+ (as CLICC) and Hållbara Städer. This is especially significant to participation in the project because whereas Hilda may have inadvertently included social sustainability by way of the voting process, this was not an explicit aim. However, a condition from these funding sources

²² Digital version of "Hållbara Hilda" presentation available in Swedish at:
http://www.hsb.se/polopoly_fs/1.127521.1290374861/vision%20-%20bakgrund%2009-09-22.pdf

was just that: social sustainability. Neither clearly defines what this sustainability entails; but CLICC has sought the involvement of 70% of residents in some form or another by 2014. Hållbara Städer's goals were more broadly directed towards Rosengård, and within this plan they set specific environmental targets for Hilda, most of which were satisfied technologically. However, some of the goals, such as a utilized electrical bicycle pool and reduced waste, involved behavioral changes – which in turn required attention to social factors. Of the two, CLICC seemed to be the driving force for social connectivity through environmental activities.

CLICC was particularly focused on the reduction of residents' carbon footprints. In order to facilitate trust, learning, and sense of community, the program attempted to connect with residents through climate coaches. It was CLICC's responsibility to recruit, train, and support climate coaches; and it was the climate coaches' responsibility to reach out to residents and inform them about more environmentally-friendly lifestyle choices. There have been ten climate coaches at Hilda who have received some education, taken part in field trips, met monthly with the CLICC Project Manager (Kerstin Rubenson), and have found their own unique approaches to connecting with other residents. For example, Samar Rygg (Figure 6-1) has focused on the reuse of items that residents might otherwise throw out, Marie Cluley has worked with children on maintaining small vegetable and flower boxes in one of the courtyards (Figure 7-1), and Agim Sadiku has coached the neighborhood soccer team (which is a social network useful for reaching out to residents who might otherwise not be involved). Each climate coach was given an iPad with which they can introduce residents to the Climate Living carbon footprint tool and otherwise help to visualize sustainable living concepts. The foremost goal of the climate coaching has been for the coaches to be “ambassadors and [a] communicative link” between Hilda's administrators and residents (M. Björnson, personal communication, 26 June 2012).



Figure 7-1: Samar Rygg with a purse she hand-made from used coffee bags (left), and Marie Cluley showing Magnus Lindsøk the health of vegetables in a garden box (right). Photos taken by author.

CLICC and the climate coaches have also been responsible for combined environmental/social activities at Hilda. These included Hilda's Energy Week (with talks at a

barbeque, flea market, and test riding an electric bicycle) in May 2011, the first Hilda Day in September 2011, and two theme days on Environment, Water and Recycling in February 2012. Hilda Day is meant to continue annually until at least 2014, and the next is currently being planned for September 2012. At the first Hilda Day, the event brought together residents to meet with environment-related community groups such as Make-a-Toy (making new toys out of old toy parts), Cykelköket (bicycle maintenance and repair with spare parts), and organic clothing designers. The goal of Hilda Day was two-fold: to better inform residents about the renovations and environment and to lend a stronger sense of community to Hilda.

But in the course of daily life, the climate coaching fell short. It was difficult to establish environmentally-based relationships with people beyond specific events. So far, approximately 5% of Hilda's residents have used Climate Living, far below the target of 70% by 2014 (K. Rubenson, personal communication, 5 June 2012). These numbers are both discouraging and encouraging at the same time: it is a very low percentage, but other cooperatives may not be involving *anyone* (so any involvement is an improvement). A factor that creates some ambiguity for the future of Hållbara Hilda is that CLICC runs until 2014; and if its efforts are to be continued, Hilda's board and residents would have to decide to take on the project themselves (K. Rubenson, personal communication, 5 June 2012).

In autumn of 2011, another connection with an outside partner was made. Malmö Stad helped to connect Hilda with Augustenborg, a MKB-owned rental housing neighborhood in the Fosie area of Malmö. As described in more detail in the [Case Context](#) section, some 15 years ago, a couple of dedicated employees started Ekostaden Augustenborg, renovating primarily the outdoor environment (green roofs, aesthetic stormwater management, etc.) with a strong focus on participation. Now Ekostaden Augustenborg is one of the partners in Hållbara Hilda and will help with Hilda's future plans to reconstruct their outdoor environment with similar changes in such a way as suits Hilda's character and vision.

7.4 During Construction: Who Knows What?

Around the same time that CLICC was starting up at Hilda in 2010, so did the bathroom renovations. In an attempt to ensure that residents understood the process, meetings with the constructor were offered in each building stairwell prior to the work. These were considered important for solidifying an understanding of some of the major disruptions, for example: constructors needing access to the apartments, rubble and dust hanging in the air, and residents having to use portable toilets and showers located outside the building. In total, around 56% of building residents attended these (M. Lindskog, personal communication, 28 June 2012).

At this time, Hilda was receiving more external attention; and Bengt Skånhamre (HSB-appointed board member) urged the board to set up a more official mode of handling communications. Thereafter, Hilda hired Anders Anderson (writer) on a part-time basis to run digital communications; and the Hilda webpage²³ and the Hållbara Hilda Construction Blog²⁴ started in May 2010. Some of the recent site statistics are:

Hilda webpage: 45,931 hits (34,286 visitors) in 2011

Construction Blog: 16,198 hits (9,044 visitors) in 2011, about 1,000 page views (641 users) in June 2012 (A. Anderson, personal communication, 10 July 2012)

Whereas the pages have been well-organized and offered comprehensive information, they both lacked any platform for interaction. On the Hilda webpage, one could find e-mail and

²³ <http://www.hsb.se/malmo/hilda>

²⁴ <http://brfhilda.blogspot.se/>

telephone information for all members of the board, as well as the email address, phone number, and office hours for fastighetskontoret. This latter information was locked to the bottom of any internal page navigated. One could also report problems with or damages with the apartments through an internal messaging system. The Construction Blog provided links (locked to the right-hand side) for EU LIFE+, Hållbara Städer, Hilda's webpage, and CLICC; and locked to the bottom was the email address for fastighetskontoret. Neither offered forums, comment fields, or any other form of interactive design.

Some other communication mediums have been the Hilda newsletter (circulated thrice yearly), the Hilda television channel (60) with general information about Hilda, a new television channel (62) with information specifically concerning the construction, and new monitors installed in the building entryways displaying the general information loop. However, the information on the monitors has seemed to be very limited and repetitive (M. and R. Cluley, personal communication, 10 July 2012). During one of the author's visits, the monitor was displaying only the apartment building's residents and contact information for fastighetskontoret and the board (Figure 7-2).

During renovations, the constructors were available for appointments, but did not have office hours; and their trailers were located on the outskirts of Hilda. The climate coaches, although key players in Hållbara Hilda, were not any further informed or trained concerning the renovations than other residents. And fastighetskontoret – despite having its contact information promoted and its office being easily accessible – was responsible for neither the construction nor the sustainability projects. Rather, Magnus Lindskog (office manager) and Dju Mircetic (assistant) were employed to handle residents' concerns and issues with the apartments and grounds. Nonetheless, if contacted about an issue outside of their purview, they had to follow up and attempt to help the residents.



Figure 7-2: Monitor display in the lobby of a Hilda building. Photo taken by author.

7.5 Looking Forward

Currently in the summer of 2012, the bathroom renovations have been completed. Whereas this was certainly a huge relief (and overall success) to both those involved in managing the process and the residents whose apartments underwent the changes, it was taxing. The board members, who essentially ran Hållbara Hilda, had their own personal responsibilities to employment and family the whole time. By the time the author attempted to contact them for interviews, some were unreachable, another politely declined, and one even abruptly disengaged the call. Thorbjörn Karlsson (the board member interviewee) stepped down from

being the board's secretary to being a regular board member and expressed his extreme exhaustion after these years of handling Hållbara Hilda (T. Karlsson, personal communication, 25 June 2012). Likewise for fastighetskontoret, Magnus Lindskog left his position of office manager due to the stress and busyness since the start of the construction; which he believed might not have been the case were he the office manager without Hållbara Hilda, or if communications were handled differently (M. Lindskog, personal communication, 28 June 2012).

CLICC has also been facing a lack of momentum, especially given the low level of contact to date. It is possible that in the near future residents will be required to come in person to retrieve their new low-flow water taps, and then simultaneously receive their code for logging in to Climate Living. However, there is no way to ensure that they will log in; and after all, residents could use some liveliness and/or support while filling out the tool (A. Anderson, personal communication, 10 July 2012). There was discussion of changing tactics and directly knocking on doors; and there was also discussion of changing the approach of involvement as measured through use of a carbon footprint tool to something more expansive, with more support given to the climate coaches' new ideas and projects. The climate coaches themselves were in need of energizing – and so this may be a turning point in the CLICC project. So wherever participation in Hållbara Hilda has stood thus far, there is still the question: what next? And in this pause, there is opportunity for administrators and residents to learn from their own case and make changes for the future.

8 Analysis

This section analyzes the case in above described analytical framework. The analysis is constructed with support from literature, the best practices case studies, and the interviews. There are often overlapping ideas, especially with broad factors such as time; and it is important to look at these ideas under different lenses to gain a more holistic understanding of the interconnections. The main goal of the analysis is to compare what has happened in the case with what it possible as identified in the literature and best practice examples. In this way the research can drawn connections between what the project can do in practice and outcomes relating to influence over decisions and opportunities for social learning.

8.1 Preconditions and Moderating Variables

To set the stage for the analysis, it is useful to look at which preconditions and moderating variables stand out the most at Hilda. Based on review of the interviews, the ones that have had the most influence on the participatory process at Hållbara Hilda are (1) support from residents, (2) qualities of social networks, and (3) presence of strong leaders. These are, together with other potentially relevant preconditions and moderating variables, organized into a hierarchy based on how often the concepts were raised generally (as opposed to in response to direct questions) during interviews, presented in [Appendix J](#). This organization is not value-based (it does not suggest that the qualities of social networks are necessarily positive), but instead sets forth that the dynamics in each of these have played a part in how Hållbara Hilda occurred.

The significance of this is to demonstrate for Hilda in particular which preconditions and moderating variables have the greatest influence over the project in order to, firstly, conceptualize the setting and, secondly, imagine where changes could be focused in the future. For example, since support from residents was the most significant variable, one can imagine that securing and maintaining support for Hållbara Hilda from residents should be the top priority. Whereas the process was highly administration-focused, the two most important variables were those that would be strengthened most through a more inclusive, bottom-up process. And the third indicates that leadership is needed to support the other two. In other words, bottom-up support was the most important, followed by supporting each other through networks, and then top-down guidance – a setup that suggests that the conditions at Hilda were well-suited for deliberative, inclusive participation and decentralization of responsibilities.

8.2 Aspects

8.2.1 Objectives

The goals of Hållbara Hilda initially had little to do with social sustainability. The original Hållbara Hilda presentation does mention the idea of introducing social activities (such as cooking, classes, and games) in 3-5 years²⁵ and improving the outdoor environment for a better life in the courtyards in 5-10 years (HSB [1], 2012). But largely the axis was technological, environmental changes. Explicitly, Hållbara Hilda's goal was to supplement the necessary renovations with environmental projects that would improve Hilda's economy and enhance its reputation. It was presented to residents as a project that must be done anyway, and so should be done "right", which in today's terms can mean environmentally-minded.

²⁵ Hilda has had a resident-initiated *fritidsgruppen* (recreational group) since February 2011 (Hilda, 2012).

Similarly to Ekostaden Augustenborg, Hållbara Hilda sought to use environmental sustainability in order to better achieve other agendas. But dissimilarly, Hilda did not give significant decision-making power to the residents. Overall compared to Ekostaden, residents were given less education, support, and influence at Hilda. Stenseke (2009) writes that “[p]rocesses are more likely to be successful if they problems they are supposed to deal with are well-defined...At the same time, there has to be possibilities for the people that get involved to develop and reformulate the problem and develop methods to handle it...” Indeed it was Augustenborg’s residents’ idea to commence the project with building a stormwater system, and likewise, Öland’s locals were part of developing the action plans. However, because the impetus for Hållbara Hilda was the need for renovations, other problems handled under the program were not well-defined. And since social sustainability and a focus on participation were not originally part of the goal, residents were not prioritized in the agenda-setting.

This could have shifted later in the process when CLICC began in 2010 and more social items such as Hilda Day and flea marketing were introduced (LIFE+’s CLICC, as opposed to Hållbara Städer, has had a very definitive program). However, it is the author’s interpretation that instead of a combination of Hilda’s and CLICC’s goals, the two seemed to run simultaneously and separately, without having integrated within the Hållbara Hilda project. Thorbjörn Karlsson remarked that there were too many stipulations and restrictions involved in obtaining funding – that Hilda was both unable to do what they want to and asked to do what they do not (T. Karlsson, personal communication, 25 June 2012). This kind of relationship between Hilda and CLICC interfered with the success of social sustainability efforts.

In particular, this was an impact on participation since, officially, the decisions concerning Hållbara Hilda were already made; but the projects and ideas for CLICC have been ongoing (at least until 2014). When discussing the impromptu decision not to place a suggestion box at Hilda Day in 2011, Kerstin Rubenson remarked that CLICC would have had to clarify for residents that the box was placed by Malmö Stad – not by Hilda – and that suggestions would not influence Hilda’s decisions (K. Rubenson, personal communication, 5 June 2012). It is also the case that people who want to better understand or be involved with Hållbara Hilda were unable to do so through the climate coaches, natural contacts since they are also residents. Samar Rygg suggested that they would have been able to help and educate other residents if they had been better incorporated into the renovation process (S. Rygg, personal communication, 2 July 2012).

Part of what held Hilda and CLICC separate were the obligations to legal requirements. The Environmental Code of 1999, as discussed within the City Tunnel case, set forth more stringent requirements for public participation prior to and during projects (Baltic Sea Region, n.d.). With City Tunnel, planners were beholden to these legal obligations, even to the extent of undergoing court review. CLICC, as a government-operated program, came from a recent history of including the public in goal-setting and developing action plans. And LIFE overall (being a tool of the European Commission) had experience with project administration outside of the context of the Swedish welfare state. However, Hilda’s board was only required to secure a vote in order to move forward with disruptive projects. For regular maintenance, including replacing the deteriorated plumbing, not even a vote is required. Since there was not a formal arena for reconciling these approaches and aligning goals, they remained disconnected.

The timing between the two entities was also mismatched: Hållbara Hilda was conceptualized in 2006 and voted upon in 2008; and LIFE did not award the funding and commence CLICC until 2010. Johnston et al. (2010) points out that decisions made early in the process are

important for developing stakeholders' expectations of each other; and since decisions for Hållbara Hilda were made years before CLICC came on board, their interactions occurred after they could have an impact on the project plan. Essentially, the difference between Hilda and CLICC created a barrier to working together towards mutually understood goals and including residents in the setting and pursuit of those goals.

8.2.2 Context



Figure 8-1: Hållbara Hilda's vegetable boxes featured in Kryddgårdsskolan's community gardening display at Rosengård's library. Photo by author.

This theme of separation runs into the bigger picture of context, as well. Hållbara Hilda was in some sense separated from the other sustainability projects ongoing in Rosengård. Whereas Malmö Stad was involved as a supportive actor, Hållbara Hilda was essentially a project for Hilda by Hilda; even though Hållbara Hilda's motivation for improving Rosengård's reputation was cited several times by interviewees. During one of the informal interviews with a resident, the gentleman was discussing unemployment issues and crime in Rosengård and gestured haphazardly southward, to the rest of Rosengård, as if it were an entirely different situation elsewhere. He claimed that in order for people to afford living in Hilda, they must be making a decent salary – apparently in contrast to other housing in Rosengård (Anonymous, personal communication, 16 July 2012). Even when the author partook in Soundwalk Rosengård²⁶, the audio tour explored several sections of Rosengård, but never mentioned Apelgården at all, let alone Hilda. The exception was an elementary school education at Kryddgårdsskolan that incorporated sustainability concepts, including the vegetable/flower boxes at Hilda. A few Hilda families had children in the school, and one family from Hilda in particular was exceptionally open and engaged (M. Björnson, personal communication, 26 June 2012).

It is unclear how this affected participation, though. Monno and Khakee (2012) point out that people are less interested in participating in general issues than those of close concern; and what could be of closer concern to participants than issues literally at home? It may be the case that there is – at least for now – greater potential for Hilda residents to relate to one another (for example, in a deliberation discussion) than to residents of Rosengård at large. But it might be beneficial in the future as social relations build to have, as Åse Dannestam (of Ekostaden Augustenborg) proposed, a common goal with Fokus Rosengård (Å. Dannestam, personal communication, 27 June 2012).

8.2.3 Levels of Involvement

In the meantime, one can consider the level of participation that residents experienced within Hållbara Hilda. This is viewed through Warburton et al.'s (2007) features of participation envisioned in Figure 5-1: inform, consult, involve, collaborate, empower. Participation thus far was largely along the lines of *informing*. True enough, the details of the project were discussed in two extra meetings prior to the final vote, but given that none of the suggestions from the residents were adopted, it is difficult to say whether this was a kind of tokenist involvement, especially given that Monno and Khakee (2012) acknowledge that tokenism is subjective. Then the approval vote resulting from these early meetings was underwhelming (half and 2/3, respectively). Certainly, Hållbara Hilda only proceeded because of an impressively favorable final vote from residents at the official referendum meeting. Still, the voters represented less

²⁶ <http://www.malmo.se/Kommun--politik/Om-oss/Stadsdelar/Rosengard/Studiebesok-Rosengard.html>

than a third of Hilda's residents; and the vote was limited to approval or disapproval, without further opportunity to alter the project plan. Oughton (2008) supports that a single event is insufficient and that participation should involve several opportunities. Concerning the use of a referendum (a direct vote on a single issue), she writes that "[s]loganeering tends to dominate over engagement, and usually only a small number of voters will have more than a superficial grasp of the issues" (Oughton, 2008).

A possible explanation for the voting process occurring with low representation was indirectly raised by Magnus Lindskog: many residents may not fully understand that they have certain rights while living in a Swedish cooperative and that issues are not handled solely by someone equivalent to a landlord (M. Lindskog, personal communication, 28 June 2012). From reviewing annual reports from 2005 to 2011, it appears that not only do relatively few residents attend the annual meetings, but even fewer take advantage of their right to submit ideas and suggestions via motions. In fact, in these seven years, with the exception of the motion for officially establishing the recreation group, all motions were submitted by the same two women. And these motions were often redundant submissions from previous years concerning issues such as functionality of the laundry rooms. However, in 2011 these women submitted an interesting motion expressing a desire to (a) have at least one extra meeting per year and (b) for the Hilda website to be interactive (HSB [4], 2012).²⁷ After years of handling complaints from the same two people, it may be difficult to listen to them attentively; but they do make a point concerning the website.

Then there is CLICC to consider. Although there was not a significant amount of resident involvement to date, just bringing climate coaches on board involved all five features of participation. At the time, however, this has been limited to a very small segment of Hilda residents; and if the time frame for allowing the project to grow is to be longer than two years, Hilda would have to consider adopting it after 2014. Both link back to the discussion of goals: as involvement of residents was not one of Hilda's goals, residents were not extensively engaged; but because CLICC's goals were based on residents' activities, they had to seek to involve them more fully.

8.2.4 Methods and Techniques Used

This brings the analysis to the subject of methods and techniques. The four main techniques for participation utilized in Hållbara Hilda were: information, consultation, involvement, and empowerment (at least purportedly) in meetings; information and consultation via mail; and information on TV and the Internet.

There are a few problems with the particular set-up of meetings at Hilda. One of these is that formal meetings have a tendency to be inviting to white-collar professionals and discomfoting to other groups (Wagenaar, 2007; Gilchrist, 2006). Another of these is attempting to meet residents at the same time in a constricted, adjacent space, when families are practically limited with other responsibilities at work or home. The less formal, street-corner and courtyard meetings in Ekostaden Augustenborg were more successful at engaging people. Or the more focused and engaged form of reference groups in City Tunnel successfully involved interested individuals. It is important, after all, to find a more effective way of engaging people face-to-face, since this is the best way to encourage people to listen and relate to one another (Stenseke, 2009; Callahan, 2007; Wagenaar, 2007).

²⁷ The board's response was to (a) that there had in fact been 24 stairway meetings in 2011, and to (b) that setting up and maintaining an interactive website is expensive, and there are possibilities of using social media to communicate with people (HSB [4], 2012).

Mail, on the other hand, is sure to reach residents at home. Instead, its issue is whether or not they pay attention or respond to what they have received. Moa Björnsson, responsible for participation in Fokus Rosengård, highlighted that they will not be using mail invitations any longer because of the very low response rate (they had at one point sent out 3,500 postcard invitations and received only 10 responses) (M. Björnsson, personal communication, 26 June 2012). Neither does Wiman (2011) encourage reliance on mail, alone. TV, on the other hand, is a readily viewable, accessible way of displaying information to those who tune in. But, unlike the Internet, it does not offer the option of interaction. Another downside of Hilda's TV display is that it was based on rotating slides, which involved a greater amount of work to keep current than webpages or blogs. However, it may be more useful for communicating information to the elderly or others who are not computer-literate or -active.

The Internet is like a labyrinth – it only gets you where you want to go if you take certain pathways; and from inside, it is not obvious which those should be. One of the most prominent complications of relying on computers is accessibility. In Hilda, the main concern is the elderly and their inability to make the most of resources offered digitally. In Sweden, only about half of those born in the 1940's and a third of those born in the 1930's use the Internet regularly (Findahl, 2010). The author was told that a significant number of Hilda's residents are elderly and witnessed as much herself. When asking a resident whether or not she uses the Hilda webpage or the Construction Blog, she simply responded, "I am 73 years old" (Anonymous, personal communication, 16 July 2012). Instead, she described how when she needed help with anything, she would go directly to fastighetskontoret (Anonymous, personal communication, 16 July 2012) (the issue of seeking information on Hållbara Hilda through fastighetskontoret is discussed later in this section).

Even if the case is that all of those who are able to access the websites do, there are other factors to consider. Roberts (2004) discusses the Internet and social media as being the key to addressing the size dilemma in participation; but it does not help involve people if communication is unidirectional. Rather, the kind of digital facilitation she envisions is one in which people are actually meeting online and sharing in the developments of deliberation in virtual forums (Roberts, 2004). Hilda's hesitation to realize this is understandable given the risks involved: sometimes people behave unconstructively or even offensively on the Internet, a phenomenon known as *toxic disinhibition*, or *flaming* (Suler, 2004). The author came across one such situation during her early research, in which forum posts were doubtful and negative about the environmental changes proposed at Hilda.²⁸ However, online communications are not necessarily ruined by flaming, and they can instead be the kind of positive, constructive dialogue that Roberts (2004) notes regarding the World Trade Center planning.

CLICC's climate coaching took a very different approach than these other techniques and aimed at making face-to-face contact with residents and stimulating discussions about sustainable living. This was arguably the most deliberative, interactive technique used in Hållbara Hilda's participation. Thus far, it was not very successful, and the climate coaches were in need of something; but the project was also being re-evaluated (K. Rubenson, personal communication, 5 June 2012). The administrative perception was that the climate coaches needed renewed inspiration after two years with relatively low positive results. But another thought is that the climate coaches needed greater compensation. Currently, climate coaches are given an iPad when they join the cause, but this is a one-time reward over the span of a project expected to last at least four years. Climate coaches, in addition to being participants, are also volunteers. And although volunteers are usually motivated by good will, they are also responsive to rewards (Phillips and Phillips, 2010).

²⁸ <http://hotpot.se/php/vb/showthread.php?s=ce407f3fbc0d583f0cad483e6e4324b&t=12179>

In addition to motivating and retaining climate coaches, strong leadership was very important for this project (K. Rubenson, personal communication, 5 June 2012). Leadership was also important for encouraging locals in Öland to be more proactive and take responsibility for co-management. This technique would also be supported by having openly identified fora for hosting dialogue, such as was part of the success in Öland. For this to work, the climate coaches would have to be willing to adopt the responsibility, and there would have to be a contact point, such as regular meetings, at which residents could access them.

Time is also important for allowing social learning and feelings of connectivity to grow (M. Björnson, personal communication, 26 June 2012). Wagenaar (2007) discusses how the Dutch communities in his research underwent slow, dynamic development and how group interactions experienced a “learning curve” over time. The climate coaching process would require time in order for the coaches to establish connections with and build their own networks and for residents to learn together in this context. Basically, it is too early to tell how effective CLICC’s technique could be, but the progress with the vegetable boxes and Hilda Day and the climate coaches’ ability to re-imagine their own positions were indicative that there is potential.

A factor to consider in all techniques for participation is language access. It is unknown how many of Hilda’s residents do not speak Swedish. During the author’s informal interviewing, all of the residents who were approached appeared responsive in Swedish (though none spoke English), but this is not a guarantee that they speak Swedish well enough to participate fully. A 2008 city-wide survey revealed that 61% of residents in Apelgården (the northern section of Rosengård, where Hilda is found) were born outside of Sweden (Malmö Stad [4], 2012). This does not mean that four years later these residents have not learned Swedish;²⁹ but it does mean that language should be investigated as an issue. One of the criticisms of the City Tunnel project’s participatory process was its inattention to language issues (Wiman, 2011). However, this was taken seriously in Ekostaden Augustenborg. MKB attempted to alleviate residents’ difficulties with Swedish by arranging for a free state-sponsored Swedish language course³⁰ to be held in a meeting space in Augustenborg, with the idea of making language classes more convenient to attend. However, residents found that they preferred the more formal setting of the official language courses, and attendance was low (Å. Dannestam, personal communication, 27 June 2012).

Meetings may be an arena where this can be addressed since those who do not speak Swedish may be able to receive assistance from a friend or neighbor. But it is also possible that non-Swedish speaking participants will be present, but unable to understand or contribute. A benefit of the Internet as a technique is that many free services are available for translating webpages, such as Google Translate; and the author was able to use this function both on Hilda’s webpage³¹ and the Construction Blog. However, expecting residents to extract information from mail or TV in an unknown language essentially leaves these individuals out of the process. The most effective way to reach non-Swedish speakers is to communicate with them in a language they do understand. Whereas hiring translators for the meetings would be expensive, identifying the most used languages at Hilda and offering important communications in these languages would probably not add significantly to costs.

²⁹ There is a way of speaking Swedish called “Rosengård Swedish”, which is a mix of Swedish terms and words from other languages: <http://www.sydsvenskan.se/malmo/cy--talar-du-rosengardssvenska/>

³⁰ These free classes are known as Svenskundervisning för invandrare (or just “SFI”) which means “Swedish for immigrants”.

³¹ Hilda’s webpage is also available in English.

Something crucial to recognize about Hållbara Hilda and its methods and techniques is that administration was almost entirely centralized. At this center, it was no one person's job to administer Hållbara Hilda and the responsibilities that did exist were not shared with interested parties, like the climate coaches or any other interested participant. Thus, responsibilities were managed solely through fastighetskontoret or the board.

When residents did not participate actively through one of the above-discussed techniques, they might have sought out contact – which tended to lead them to fastighetskontoret. As Samar Rygg put it, Magnus Lindskog and Dju Mircetic were “the glue” at Hilda (S. Rygg, personal communication, 2 July 2012). When they were unable to find information about Hållbara Hilda immediately there, they came away frustrated and disgruntled. One of the informal resident interviewees was a gentleman who, when asked about how he learns about Hållbara Hilda, pointed accusingly at the fastighetskontoret office and angrily said that he goes there for help, but that they never give any (Anonymous, personal communication, 16 July 2012). Fastighetskontoret at Hilda cannot be the contact point, as its staff already have a full plate; and their attempts to deal with the demands and pressure of residents approaching (and even threatening) them about Hållbara Hilda led to overburden and burnout. This burnout is to the extent that Magnus Lindskog left his position because of the stress during Hållbara Hilda, and Dju Mircetic is considering following (M. Lindskog and G. Mircetic, personal communication, 28 June 2012). If they were to have the chance to do things differently, said Magnus Lindskog, the project leader and the constructor should be in the same location (M. Lindskog, personal communication, 28 June 2012).

Board members were likewise responsible for handling contact with media, visitors, and other interested parties. The board members cannot be the contact point either: they have full-time lives, packed with work and family responsibilities. The Chairman of the board, Giovanna Brankovic, explained by phone to the author that she could not possibly afford the time for an interview due to how overwhelming her life has been. She said that she simply could not handle dealing with Hållbara Hilda anymore (G. Brankovic, personal communication, 4 June 2012). Thorbjörn Karlsson, former Secretary of the board, stepped down from his position to regular board member because of the pressure (T. Karlsson, personal communication, 25 June 2012). He appeared to be exhausted with the project and openly expressed that he wishes Hilda had not taken on the additional requirements set forth by the external funding groups (T. Karlsson, personal communication, 25 June 2012). Without this funding, however, Hållbara Hilda would not have had CLICC; which was thus far its most promising venue for participation and social learning.

Herein lies one of the most unfortunate deficiencies of participation at Hilda: that of a devoted, accessible administrator for residents to approach when they have Hållbara Hilda-related issues, questions, or interest in involvement. As highlighted in the preconditions and moderating variables, it was significant for Hållbara Hilda to have support of the residents, quality social networks, and strong leadership. Indeed, having reference groups and possibilities for heeded comments and questions in the City Tunnel project; flexible, attentive administrators and fora for handling dialogue and complaints in Öland; and the accessibility of the project leader, Trevor Graham, and other reachable leaders and specialists in Ekostaden Augustenborg were all pivotal to these projects' success.

Further, Wagenaar (2007) describes how the social learning and skills gained by participants through deliberations and responsibility make them more capable of dealing with issues (as well as more concerned for the welfare of others), therein building trust with the administrators and forcing them to reconsider their previously held notions of centralization. Unfortunately, Lager and Lunquist (2004) describe Ekostaden Augustenborg's administrators' inability to fully relinquish control to participants as one of the project's failures. Without both

a specific contact and deligated responsibility within Hilda, there are several risks, including, but not limited to: burnout of the board members and staff, as already witnessed; damage to trust of residents who do not get answers they seek; lost interest of residents who might have been keen on participating; and lost opportunities for social learning, strengthened through a sense of usefulness and interactions with other participants.

8.2.5 Inputs (Costs)

Participation can involve high inputs in terms of both money and time; but it can also be something to provide savings. Oughton (2008), paradoxically, lists time and resource consumption as a disadvantage of participation and efficiency as an advantage. Wickenberg (2011) indicates that extended participation in the City Tunnel project resulted in reduced financial and time costs. Also, when looking at costs, one must consider the costs of what is *not* done (Roberts, 2004). Ultimately, the inputs depend on circumstances and the design and implementation of the process, much of which is in the hands of administrators. Thus, “[t]he challenge for...administrators is to balance the traditional values of equity, fairness and participation with responsiveness and efficiency” (Callahan, 2007).

The monetary costs of the participatory process in Hållbara Hilda thus far are unknown. However, the likelihood is that if the process were to be improved upon that these costs would increase, mostly due to man-hours. Alternatively, Magnus Lindskog described that construction was interrupted six to eight weeks for each of the three apartments that did not allow the constructors to enter (M. Lindskog, personal communication, 28 June 2012). If residents had been better informed and more involved, it is less likely that all of these interruptions would have happened. Thus, improved participation might have likewise reduced the monetary costs.

External funding is also an important aspect relating to financial costs. Hall and Vidén (2005), when presenting their research on regeneration in Million Homes areas, note that “[v]arious forms of generous state subsidies have been an important force for change.” LIFE funds were pivotal to the success of both Augustenborg and Öland, with these funds being specifically cited in the latter as permitting administrator flexibility and extensive participation. Hållbara Hilda received external funding of 18.1 million SEK (2.1 million Euros) out of a 240 million SEK (approx. 28.4 million Euros) loan, or 7.5% of the loan. This small percentage is in part due to the fact that Hållbara Hilda did not consist solely of sustainability efforts, and only sustainability-related sub-projects could be paid for with the funding.³²

CLICC, alternatively, had a forgiving budget; and Kerstin Rubenson suggested that the project did not faced barriers financially (K. Rubenson, personal communication, 5 June 2012). In this way – like the LIFE programs in Öland – participation can receive devoted attention. It is important that residents are educated about where the external funding goes, what is covered and what is not, and why fee increases are still occurring. Otherwise, they might come under the impression that these external parties have been contributing large funds, but that the money is being used inefficiently. For the sake of trust between the administrators and the residents, it is essential that they connect external funding with specific outcomes and that it is clarified which further costs are involved that justifies raising fees.

However, altogether, this appears to be a flaw in the system of adding LIFE funding to ongoing projects. Participation, especially targeted at an overall motivation for social sustainability, needs expansion and better support within Hållbara Hilda. Although it makes sense to earmark funds for obviously sustainability-related work so that money is not abused;

³² Naturally, not all projects will qualify for such funding; and in those cases, the financial costs of participation will be born internally and will require further consideration of the costs versus benefits.

the separation of the funding means that less obvious, but still critically important processes (such as participation) do not receive the financial support that they require. Without these restrictions, speculatively, Hilda could have used external funding to hire extra staff to handle face-to-face communications on-site and set up deliberations so that residents could experience social learning, connect with one another, and feel involved in the process. But because participation is not directly considered sustainability practice, such a position would not qualify to be financed. Alternatively, if Hållbara Hilda and CLICC had been better integrated at the very beginning of the project, participation could have been managed through CLICC, taking advantage of its larger and more flexible budget. In this way, early application to external funding and a quick decision from the funder are important for managing the monetary costs of participation.

Money, though, is not the only form of costs. Time can be a significant cost, as well. The blanket theme from the literature is that: (a) participation is better given time to develop and expand; and (b) maintaining participation over lengthy periods is difficult. Historically, urban rehabilitation projects in Sweden have been punctuated events, lasting for only defined project spans; and as the projects dwindle, so do their positive outcomes (Birgersson, 2003). Thus the costs of time are tricky, and like the costs of money, require a balancing act: enough time for participation to mature; but not so much time in the same situation that participants lose interest.

The time costs of participation are a typical concern of projects with limited time frames, especially when dealing with larger groups (Roberts, 2004). In the case of Hållbara Hilda, this was exasperated by the pressing economic need to bring the insurance premium back to normal. Further, the longer it takes to complete a construction project, the higher the monetary costs. And on top of this, CLICC is part of Hållbara Hilda only through 2014. The conflict of time pressure is convoluted: on the one hand, participation and building relationships, especially ones that are based on learning and shared interests, take time (M. Björnson, personal communication, 26 June 2012). It is important that inclusion in the participation process is well-thought out and that residents are given the opportunities to decide to participate. As participation progresses and people are able to share their positive experiences and feelings with others, more gain an interest in participating, leading to a “snowball effect”³³ (Johnston et al., 2010).

Kerstin Rubenson brought up the snowball effect in relation to why more time is important for CLICC (K. Rubenson, personal communication, 5 June 2012). Indeed, the climate coaches talked brightly about the future and how they wanted to implement new ideas and connect with more people. But contrary to this, the board and staff interviewees referred to the completion of the bathroom renovations with a relief that suggested they were ready to bring Hållbara Hilda to a close. This represents a time cost arising from the division of Hilda and CLICC – just as participation is getting interesting and CLICC is looking to the future, Hilda’s timetable is nearing an end. The cost is that the project with the greatest potential for giving residents influence and stimulating social learning may not have the time it needs to fully blossom.

And finally, as Roberts (2004) points out, it is also necessary to look at the costs of *not* having participation. One of the primary concerns in the regeneration of housing is the effect on rents, or in the case of cooperative housing, fees. Not only do private housing companies in Sweden operate competitively; but publicly-owned housing has also received the mandate to function on market terms (Gustavsson and Elander, 2012). This sets a general housing

³³ A rolling ball of snow picks up more snow in its path and grows larger and larger.

atmosphere in which profit is paramount. In Gustavsson and Elander's forementioned study of sustainable housing regeneration in Örebro, Sweden, rents were estimated to increase between 30% and 50%; and it was suspected that many of the temporarily displaced residents would in fact not be able to afford returning to their renovated homes (Gustavsson and Elander, 2012). However, residents of Örebro were pushing for smaller-scale, less expensive regeneration and felt betrayed when their input had no effect (Gustavsson and Elander, 2012).³⁴ This is not to say that rents and fees are a cost of participation; but it is to say that the form of participation can affect the overall project and the subsequent costs associated with it, including residents' acceptance of the outcomes. Thus, it is important for the legitimacy of a regeneration project to not give residents the impression that change is enacted at the cost of their ability to stay in their homes; and it is also important to ensure that if their input is requested, that it is then heeded.

In Hållbara Hilda, since participation was not particularly inclusive and did not aim to incorporate residents' visions and goals, there is a similar risk of dissatisfaction with higher rents or even the need to move somewhere more affordable. Although residents voted to proceed with Hållbara Hilda along with the price of a 16% increase of the fee, delays and high electricity consumption during construction mean that the increase is likely to be higher than 20% (T. Karlsson, personal communication, 25 June 2012). The residents were not yet informed. When asked what she would do if fees were increased beyond the agreed 16%, Samar Rygg did not know how to respond. She paused and then said that she truly hopes that they do not, since she already considers the fees high relative to other cooperatives (S. Rygg, personal communication, 2 July 2012). Thus, a cost of not having more inclusive deliberations with residents' ability to shape the project could be a loss of trust in administrators and/or loss of acceptance of the project. This conclusion is made not only because residents might have affected the project to be different, but also because their relationship to the change would be such that they might feel the outcomes are worth the higher fee increase.

Another significant cost of not having an improved, expanded participation process in Hållbara Hilda is the loss of staff (and perhaps board members, eventually), as discussed in the previous section. Financially, this represents the cost of searching for a replacement, perhaps at a higher wage (for staff). If residents were to understand that quitting was related to stress from Hållbara Hilda, it might damage their perceptions of the project; and if the case were that a new board member is needed, residents might be less inclined to fill the position. Further, one should contemplate that Magnus' (and possibly Dju's) departure comes at the cost of residents' familiar, trusted support and disruptions to daily life at Hilda, at least before new employees can build strong relationships with the residents. One can also imagine that since residents have expressed that they seek information about Hållbara Hilda at fastighetskontoret, they could perceive this as a loss to the Hållbara Hilda project. Overall, these effects represent costs to the efficiency and sustenance of Hållbara Hilda.

³⁴ One should note that less of an increase in rents does not necessarily mean that other costs will not be even higher, outweighing the benefit of more affordable rents, in the future.

9 Discussion

9.1 Implications of Analysis

The analysis shows that Hållbara Hilda has not had participation that currently leads towards social sustainability. It did offer residents influence, but only over one referendum, which is neither involved nor multitudinous enough. And there are the beginnings of social learning, but only through CLICC, which was so far small-scale and poorly aligned with the Hållbara Hilda vision. Something important to draw from the overall picture of participation in Hållbara Hilda is the virtual absence of deliberation. If the intention of the initial two meetings and the final vote meeting were to give people an opportunity to be involved, they would at least need to have been better educated about the possibilities. Deliberations are becoming a more widespread way of trying to overcome some of the pitfalls of classical participation. Ideally deliberations would be a way of including residents and even spurring empathy – so that the project could be initiated based on a feeling of community and collaboration. And this should be ongoing throughout the process, rather than a punctuated decision (Oughton, 2008).

Certainly Hilda is not alone in having difficulty with this: “A common thread weaving through the current participation debate is the need for new approaches that emphasize two-way interaction between decision makers and the public as well as deliberation among participants” (Abelson et al., 2003). But the participatory process design matters (Fritsch and Treffny, 2009), and there are concrete ways that the process can be improved in Hållbara Hilda. The most tangible problems are visible when looking at the techniques used in Hållbara Hilda. So what can be done given the techniques used?

Size is a dilemma for any participatory process seeking to involve more than a handful of people, and in the case of Hållbara Hilda, it should involve about 2500. Given that less than a third of these partook in the vote for Hållbara Hilda, this is indeed a serious challenge. Roberts (2004), however, presents recent developments in facing this dilemma in the form of mass deliberation online, as were successfully used for planning the World Trade Center in New York. As mentioned earlier, if this method were to be chosen, then Hilda would still face the challenge of ensuring that the elderly are able to take part. There is increasing interest from the elderly to utilize digital resources, and given current trends, it is estimated that Internet disuse will drop from 1.3 million elderly Swedes in 2010 to 500,000 in 2020 (more than half) (Findahl, 2010). Hilda could seek out support for offering basic Internet training (this could even be one of the social projects of Hållbara Hilda); and some potential partners could be Rosengård’s library or Senior Net Malmö, a group dedicated to reducing Internet exclusion amongst the elderly³⁵.

Further, if Hilda continues relying on the Internet as a participation technique it is essential that they offer interactive mediums such as a comments function, a dedicated forum section, or a private social media group for residents. If interactive, the Internet can be used to conduct deliberations on a large scale, as Roberts (2004) describes was successfully done with the World Trade Center deliberations on reconstruction. And although flaming can be irritating, there are ways to cope with this unavoidable phenomenon of the digital age: apologizing, mediating, showing solidarity, and more (Lee, 2005).

³⁵ Senior Net Malmö’s homepage: <http://www.seniornet-malmo.nu/>

If Hilda were to encourage an online community to pair with the physical one, there is potential that this effort could lead to an overall strengthening of Hilda residents' sense of community. Many factors can influence whether or not an effort to stimulate community discourse through the Internet is successful (Postill, 2008); but it can reinforce a feeling of belonging and engagement and increase participation (Capece and Costa, 2011). As Haythornthwaite and Kendall conclude from their analysis of case studies wherein Internet communities were used to improve physical communities:

[These studies] show that online interaction has positive outcomes for place-based communities...They also show how online interaction and offline interaction form two parts of a whole support mechanism for community, whether the former occurs as a steady background complement to local life or whether it fills in when local life is disrupted. (Haythornthwaite and Kendall, 2010)

Still, the Internet might not be the only answer for Hilda's size dilemma. Ekostaden Augustenborg (which is nearly twice the size of Hilda) has attempted to address the limitations of meetings by approaching them in a different way: informal, casual meetings that occur more often for smaller groups and take place in relaxed, local spaces such as benches in the courtyards (Å. Dannestam, personal communication, 27 June 2012). By doing this, interactions are sought out over a longer span of time so that more people can be reached. They also take place in an atmosphere that is more appealing to a wider range of people. Perhaps now that Ekostaden Augustenborg is a partner in Hållbara Hilda, Hilda will experiment with these or other innovative methods as well. Thus, having face-to-face meetings still has potential, but from a different angle that seeks to include more people from more groups. The downside is that this can be more time and money consuming. But it is also important to keep in mind that the best practice cases are not recognized because of their high turn-outs, but because of their attempts to reach out, be inclusive, and lend influence to participants.

Mailing, on the contrary, could be continued; but should not be relied upon as a stimulating tool for engagement and interest. But Meetings and Internet-based interactions are not the only options. Some techniques suggested by Hamilton and Wills-Toker (2006) for deliberations include situation mapping, issues forums, gaming exercises, and recognizing and validating underlying values. Likewise, Hållbara Städer, one of Hållbara Hilda's funders, recommends a few techniques: dialogue cafes, future workshops, walking tours, etc. (Delegationen för Hållbara Städer [2], 2012). Further, these techniques could involve more than one opportunity for influencing decisions. Ekostaden Augustenborg is struggling with how to get recently moved-in residents involved (Lager and Lundquist, 2004). At Hilda, for example, Marie and Robin Cluley, who moved in July 2011, were not able to take part in the voting and would be interested in being involved and influencing decisions if there were to be opportunities in the future (M. and R. Cluley, personal communication, 10 July 2012). However, these techniques could represent greater monetary costs and a need for strong organizational capacity. In this case, Hållbara Hilda would benefit from greater participation support from its funders (both monetary and organizational) and guidance from Malmö Stad, which from the interviews appears to have a good capacity for and experience with organizing participatory processes.

How communication occurs within the various techniques for participation is also imperative to consider. In many ways, Hållbara Hilda has been subject to the "technostructure" described in Roberts (2004), in which bureaucracies and private organizations have concentrated specialist knowledge necessary for technical (or otherwise specialized) work. For example, Hilda's hiring of WSP as a consultant represents an occurrence of bringing in a technically specialized group in order to better inform the proceedings of Hållbara Hilda. In fact, WSP's

vision, as described on their website is “[to] be the outstanding supplier of specialist and integrated services in the built and natural environment” (WSP, 2012). This is not necessarily negative. On the contrary, Hilda’s board brought in WSP specifically because they had such good experiences working together formerly; and WSP seems to have been a positive shaping force early in Hållbara Hilda (T. Karlsson, personal communication, 25 June 2012). But it can affect participation in the sense that most residents face a technological barrier to full involvement in the project.

Addressing this situation is complicated. As Roberts phrases it: “We lack the structures and procedures to integrate technocratic and democratic contributions” (Roberts, 2004). Stenseke (2009) suggests that it helps the participatory process to treat locals’ experiences and knowledge with the same respect assigned to scientific knowledge. In this context, CLICC presents an interesting scenario for combining specialized knowledge and participation. By training and supporting climate coaches, CLICC is creating a new class of resident: one who is technically competent and connected with administration, but still in touch with the daily living situation at Hilda. To reiterate, the mandate of climate coaches is to be “ambassadors and [a] communicative link” between administrators and residents (M. Björnson, personal communication, 26 June 2012). In the process they gain technical knowledge about sustainable lifestyles, and this is constantly improved upon as they investigate tools for sharing knowledge with other residents. For the time being, the process needs to be better organized and does not involve enough people; but there is a lot of potential for strengthening the program.

Even if the participation techniques and communication were improved, it is necessary that Hållbara Hilda have an official point of contact. It has, in a sense, been a participation disaster for people to be seeking this contact at fastighetskontoret. Having the project leader and the constructor in the same location would probably improve participation at Hilda; but the author believes that Hilda should go further and hire someone specifically as the overall project leader for Hållbara Hilda in order to have someone who is identifiable and accessible to residents (since trust is important) and who can relieve the responsibilities of both fastighetskontoret and the board. Although this would be a monetary cost, it might reduce other costs resulting from delays in the renovations and other inefficiencies, as well as the costs of resigned staff or board members.

In addition to a point person for Hållbara Hilda, movement away from the centralized methods used at Hilda to a better balance between administration and participation is also needed. Samar Rygg’s suggestion to prepare the climate coaches to be coordinators within Hållbara Hilda hits upon an important perspective. The board members and staff have both experienced serious burnout from managing Hållbara Hilda. But if the participatory process is more inclusive and enables more delegation of responsibilities, the burden will be lightened. As Wagenaar observes: “Participatory schemes in a setting of dynamic complexity solve the problem of coordination overload at the center...Decentering problem solving to the actors who are both involved and affected, and by fostering deliberative cooperation, builds on the “spontaneous” coordination that is characteristic of self-organizing complex systems” (Wagenaar, 2007). Indeed, more localized input from residents can contribute to unique perspectives on sustainability issues (Lidskog and Elander, 2007), and this was successfully implemented in Öland. This represents a time cost, but one that contributes to the long-term sustainability of the project itself.

Essentially, Hållbara Hilda should segway from representation to social learning, as delineated in Roberts (2004) (Table 4-4). The process has not distinctively been either form; but in order to develop the community towards sustainability, it should aim for social learning, wherein residents are co-learners and administrators are co-learners, trustees, stewards, and facilitators. Making this transition to greater inclusion and responsibilities of residents faces not only

administrative challenges (such as time, energy, costs, and contextual design), but also cultural challenges. For example, there were some barriers to allowing participations full responsibility in Ekostaden Augustenborg. In order to facilitate overcoming the resistance, it would be useful to better integrate the sustainable housing regeneration project and the external funders. Namely, Hållbara Hilda and LIFE should have their own deliberations for the purpose of better understanding and consolidating their goals for the benefit of Hilda's community. This would especially be helpful in overcoming difficulties in decentralizing responsibility, since LIFE has institutional experience with projects in non-welfare state countries and has even successfully done this in other Swedish projects, such as Öland; and CLICC has already demonstrated willingness. However, to effectively improve participation for sustainability, these two entities need to work together.

All of these factors fall under the auspice of time. The result in practice of time management in Hållbara Hilda has been that too much was done at one time, and that during this time, responsibilities were not shared with residents. There are two main consequences of this. The first is that both the staff and Hilda's board are weatherbeaten and possibly unable to maintain momentum after the renovations, as discussed above. The second is that influential participation has essentially been limited to a singular instance (the referendum), and that there has been little time that Hilda's administrators could devote to developing the participatory process and learning from earlier shortcomings, perhaps even for the purpose of strengthening their relationship with LIFE administrators. Anders Anderson pointedly says that both his first and last impressions of Hållbara Hilda have been: why so much at once? (A. Anderson, personal communication, 10 July 2012).

It is equally important to consider the continuance of participation after the first ideas of the project. Sustainability is inherently about continuation; and thus sustainable housing regeneration should not have an "end". This has been an openly acknowledged challenge for Ekostaden Augustenborg, which, despite its successful involvement of residents, now faces obstacles of boredom and lack of direction in keeping participants inspired (Å. Dannestam, personal communication, 27 June 2012; Lager and Lundquist, 2004). Whereas sustaining participation can seem a burden, it can alternatively be a factor in creating a self-supporting system that does not require a constant input of resources. Öland has successfully integrated the meeting fora developed during the LIFE programs into a normal part of the community, in what they call "after-LIFE" (Stenseke, 2009). Wagenaar (2007) also discusses how in the Dutch cases he examines that, over time, participants learned from each other and formed into a responsive, self-sustaining network in the community.

This discussion also goes back to the author's earlier comments on the time of a process as envisioned in Warburton et al. (2007): a process is not necessarily linear; and it is sometimes necessary to add new dimensions into the project sequence. It can be interpreted that one driver of project sustainability is newness. And this newness will be needed in the coming years for Hållbara Hilda to continue to evolve. However, responsibility as developed from participation, social learning, and/or co-management was the main driver of successful maintenance in Öland and the Netherlands. If participation does not engender this sense of responsibility in residents, then the burden falls upon administrators instead – which ties back to the need for decentralization of Hållbara Hilda.

When discussing this dilemma, it is useful to remember that Roberts (2004) links together time and crises. Sustainability is, after all, a wicked problem; and Roberts (2004) asserts that participation is part of the formula for addressing wicked problems. Looking at participation in Hållbara Hilda is a double-edged sword: it is a sustainability-focused housing regeneration project, and participation, through social learning, can be part of the movement towards sustainability. Unfortunately, participation has been minimal thus far in Hållbara Hilda, and

social learning is not a noticeable part of the picture. This is explained in many ways by this research. The complications surfaced herein are not unusual – they are part of reality, but they must be better understood and sought to overcome if sustainability will truly become part of the community and if Hållbara Hilda will contribute to addressing this wicked problem.

9.2 Lessons Learned and Recommendations

Several lessons are deduced from this case study. Firstly, participation in sustainable housing regeneration projects – to the ends of social sustainability – should be designed to offer more inclusive, deliberative techniques. Further, in order to overcome barriers, the process should decentralize responsibility from administrators to participants. And to take advantage of opportunities, the main project should be reconciled with external funders. Hilda and CLICC administrators and residents can together build a complex, supportive system, which (akin to ecological systems) exhibits greater resilience – with the Hållbara Hilda project leader guiding deliberations and supporting the incorporation of ideas and climate coaches acting as a bridge between participants and the technostructure. In such a design, a participatory process can answer the research question:

- a) The process **lends influence to residents** because they are included in the first place, make decisions together with other residents through deliberations, maintain responsibility for and attachment to these decisions because of decentralized project management, and they can pursue their formed goals with the joint oversight of the housing association and external funding groups; and
- b) It **presents opportunities for social learning** because residents are present and interact through the deliberations, take greater pride in their roles and importance because of the decentralization, and are supported in their new responsibilities because of the aligned guidance given by both housing and funding administrators.

The Hållbara Hilda case has illuminated ways in which a participatory process can be improved to these ends. The following recommendations are made:

1. The aim of participation techniques should be to include residents, offer them the opportunity to interact with both the administration and each other, and influence decisions throughout the project (though naturally lessening over time). Though this might seem obvious, it is not obvious enough that it is always done; and it is critical.
2. Communications in the participatory process should be multi-directional, involving not only feedback, but also expansion into discussions; and there should always be a convenient, available contact for managing communications.
3. There should be an administrator (at least one) responsible solely for the management of the project, including its participatory process.
4. The participatory process should include that responsibilities do not fall solely within the administrative domain (other domains, for example, can be climate coaches, community groups, or even enthusiastic individuals) and that residents should have real opportunities for being engaged and supportive to the project in a more decentralized design.
5. Housing and external funding administrators should collaborate early in the process to determine shared interests and set goals together. If this is not possible because of delays due to application processes, then it is important that these administrators come together as soon as possible to re-evaluate and steer the project to the community's benefit.

9.3 Reflections on Research

The research process for this paper has been relatively straightforward since it has been limited to a single case study. Certainly, who the author considered and was able to interview

has significant influence over the outcome of the research. But the author was herself surprised at how useful perspectives could arise from unexpected places (for example, from the interview with Åse Dannestam at Ekostaden Augustenborg, even though this is a different housing development). In other words, although the interviews were sought out based on significant connections to Hållbara Hilda, they were even more enlightening than anticipated. It was surely a shortcoming to have interviewed so few residents; but as demonstrated above, the ones who did discuss the project shed light on the situation.

The literature, on the other hand, is expansive, and the author eventually had to draw a line at which investigations had been taken far enough. Not only does the literature on participation vary by approaches to power, politics, dialogue, costs and benefits, etc., but there is also literature about the variation in participation literature. It is difficult, if not impossible, to reconcile all of these views; and even as some of the participation literature puts forth: consensus is not always possible and is perhaps even undesirable (Gilchrist, 2006; Hamilton and Wills-Toker, 2006). Ultimately, a participation researcher must make decisions about how to ground the research in theory; but what is important is that this is done transparently. For this paper, the author chose to approach participation from a dynamic relationship perspective. This was done because, in the author's opinion, viewing communities as being as complex as the issues they need to address is potentially part of how matters can be simplified and managed.

The research question, *How can participation in sustainability-focused housing regeneration be effective at lending participants power to influence decisions while stimulating social learning?*, is partly, but not fully answered in the sense that the answer will differ depending on the case. The sub-questions directed at the case study were answered: the participation techniques at Hållbara Hilda were identified, and opportunities and barriers were explored. Altogether, an overall message was derived from the case study, and the author makes subsequent recommendations for designing a participation process to be effective in a sustainability-focused housing regeneration project.

It is difficult to say to what degree the research can be used for the design of future participatory processes. As Rowe and Fewer describe the construct of participatory processes: "Indeed, the contextual/environmental factors will interact with method type, such that there will be no one universally effective method" (Rowe and Fewer, 2000). In another light, Callahan (2007) believes that particular cases should be studied so that the lessons learned therefrom can be applied to other processes.

It is the author's opinion that the research is valuable for envisioning how the multitudinous forms of participation can both be affected by practical circumstances and affect outcomes. Since the issues, the communities, and the participatory processes are all complex, finding effective solutions will require a lot of time, evidence, and diligence. Even then, solutions will certainly be subject to context; but with knowledge, those responsible for planning the processes will be able to use their own ideas and those of their communities to adapt a tailored approach. The fundamental question of generalizability is to what extent lessons from one situation can be applied to another: are they fundamentally the same, or are they unreconcilably different?

The author believes that the truth, as usual, falls somewhere between the two extremes. Some lessons are transferable and others do not fit the mold; but only in the moment can one know for sure which ones work. For example, how could Lager and Lunquist (2004) have known how useful it would be to this research to mention Ekostaden Augustenborg's administrator's resistance to letting go of control when sub-projects were going awry? Or how could Stenseke (2009) know the value to this research of describing how LIFE projects and their funding

enabled extensive participation in Öland? They could have not, but they shared anyway; and this how theory is built.

For this case, there are indications that it may be useful to other sustainability-focused housing regeneration projects in the future. These indicators include, for example: the increasing proportion of housing cooperatives in Sweden; the popularizing inspiration to pursue environmental renovation in order to save money from utilities; and the nature of contracts (spoken and unspoken) forged between housing administration and funding groups such as LIFE. Therefore, the author believes that the research will be generalizable primarily to participation in similar forms of housing, projects with similar financial motivations, and/or regeneration supported by grants.

10 Conclusion

To guide this research and offer a better understanding of how participatory processes can lead towards social sustainability, the following research question was posed:

How can participation in sustainability-focused housing regeneration be effective at lending participants power to influence decisions while stimulating social learning?

To enable using the case study of Hållbara Hilda to answer this question, two subquestions were handled within the case. The first inquired after the participaton techniques used in Hållbara Hilda; and the second asked of opportunities and barriers in its participatory process.

The main findings are that there are several participation techniques in Hållbara Hilda and that each of these presents difficulties for effectively involving residents. As set forth in the discussion, a number of changes could be made to the techniques in order to render them more effective, or even new techniques could be adopted. Further, there are distinctive barriers to participation, but also opportunities to improve the process. The most significant barriers are the centralization of administration and the lack of a project-specific employee. The biggest opportunity is for the alignment of Hållbara Hilda's and LIFE's interests.

In short, the answer to the research question is: in order for participation in sustainability-focused housing regeneration to be effective in this way, it must involve inclusive deliberations and decentralization. And the project administrators and outside funding administrators must see eye-to-eye. In Hållbara Hilda, analyzing participation has revealed particular improvements that could promote effectiveness to these ends in other projects. Based on the lessons from this research, the author offers the following recommendations for the participatory process design:

1. The aim of participation techniques should be to include residents, offer them the opportunity to interact with both the administration and each other, and influence decisions throughout the project (though naturally lessening over time). Though this might seem obvious, it is not obvious enough that it is always done; and it is critical.
2. Communications in the participatory process should be multi-directional, involving not only feedback, but also expansion into discussions; and there should always be a convenient, available contact for managing communications.
3. There should be an administrator (at least one) responsible solely for the management of the project, including its participatory process.
4. The participatory process should include that responsibilities do not fall solely within the administrative domain (other domains, for example, can be climate coaches, community groups, or even enthusiastic individuals) and that residents should have real opportunities for being engaged and supportive to the project in a more decentralized design.
5. Housing and external funding administrators should collaborate early in the process to determine shared interests and set goals together. If this is not possible because of delays due to application processes, then it is important that these administrators come together as soon as possible to re-evaluate and steer the project to the community's benefit.

11 Future Research

Future research could readily contribute to these conclusions. Overall, participation theory is in need of more empirical research, especially in the context of environment or sustainability. In particular, the field of participation for sustainability would benefit from clarification of all of the various factors that strengthen the connections between participation and social sustainability, and there is need for more cases that support the effect of participation on sustainability-related outcomes.

Focusing research on the Million Homes areas has the potential to contribute largely to Sweden's efforts to reduce the energy use from its housing sector and initiate residents' interests in sustainability, perhaps eventually affecting their behavioral choices. The Hållbara Hilda case itself could be built upon with follow-up investigations, say, pending the close of CLICC in 2014. But perhaps a more useful case for theory building would be one in which all three sustainabilities were part of the original objective.

Naturally, future research on participation for sustainability should not be limited to Sweden, or even developed countries. Some of the greatest need for methods for sustainable development arises from the developing world given that they are in the process of undergoing and expanding development on such a large scale.

Sustainability issues the world over are extraordinarily complex, especially set in the context of urban life, where the influence of behavior and the need for social sustainability become more apparent. Addressing these issues will require extensive research and the identification of potential solutions that are open to the flawed, but human shape-shifting of life in practice. And although society is proud of the technological solutions that are becoming ever more popular in our cities, technology will not be enough for very long; and instead, our lives, the way we live, will need to come into focus.

12 Bibliography

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Appendix A: Interview with Kerstin Rubenson

Name	Kerstin Rubenson
Position	Miljöförvaltningen, Malmö Stad, Project Manager for CLICC
Relationship to Hilda	In charge of CLICC's climate coaches at Hilda
Date	Tuesday 5 June 2012
Discussion Points	<p>The process of participation</p> <p>Who are the climate coaches</p> <p>How do you receive feedback, make changes, etc. from participation, ie responsiveness</p> <p>Forms of participation, as well as ways to access, ways of communicating</p> <p>Perceptions on representation</p> <p>Outcomes</p> <p>Attitude spectrum from residents</p> <p>Data</p> <p>Change over time: who the coaches are, interest of residents, data</p> <p>Move towards social learning?</p> <p>Funding situation</p> <p>Connections to other aspects, such as recycling and garden at Krydgården school</p> <p>Reflections</p> <p>Visions</p> <p>Any docs in English</p> <p>Docs in Swedish</p>
Notes	<p>Climate coaches for participation, all are inhabitants – 10 or eleven (should be 16 according to project plan, but greater focus on quality). Done without any economic reward, but do get iPad from the Hilda board. Project term is until August 2014. Could continue, but Hilda would have to take over. Currently CLICC is responsible for climate coaches, and they have talked about increasing their responsibilities. Climate coaches not really have responsibilities now – meant to talk to neighbors and share ideas about environment and climate change and personal changes people can make to reduce impact.</p> <p>Have a web-based tool that residents are supposed to fill in: how much energy use, how warm apartments, what food buy. Called “Climate living”. Tool people put up accounts for each apartment, and have to get specific code, used once when first logged in, activate account with own login-name and password. Climate coaches have the codes, and if find someone willing to fill it in, and then they help them get started with it. Have had open activities, and at these have the codes, and some computers. There is a plan to buy water saving nozzles and inform inhabitants that can come get the nozzles and simultaneously get code for Climate Living. This is meant to stimulate contact and interaction.</p> <p>Have goal of 70% participation. In this, participation is not clearly defined... maybe first thought it was filling out the tool. Don't think that's a realistic goal... maybe 5% now. Do a head count at activities, and this counts as participation.</p> <p>Activities: all done together with Hilda and WSP (consultancy). Martina Merlöv (maybe w) potential contact at the consultancy, been working with Kerstin and participation activities. Other woman, Charlotte is more interested in technical parts.</p>

<p>Fundamentals of this project is that technical changes are not enough. Hilda is installing rainwater tanks on the roof and use to flush toilets. 1) Energy week last spring, 2) Hilda dagen last September, 3) Water and Recycling days (2 of them), will have 4) another Hilda dagen in September this year. Avfall? Skrap?</p> <p>Energy week: inform what is happening at Hilda with focus on energy. Hilda dagen: much bigger kind of event, only been once. Invited other community groups like Make-a-Toy, Cykelkökket, organic clothing rep, and information on things going on with Hilda. All more or less focus on environment. Could bring bikes to work on, and old toys. Served climate friendly food. Sammar Rygg is responsible for this, also a climate coach. Another climate coach is Seher Ishtiaq, originally from Pakistan. Water and recycling: teach about green waste for biogas, partner with Augustenborg for having green roofs and stormwater treatment Åse Dannestam (she works at MKB). Informing, and climate coaches there. Didn't want suggestion box because then probably wouldn't listen to suggestions.</p> <p>All housing boards have yearly meetings, and in Hilda, everyone is invited to participate and vote, probably more than once a year. Årsstämma is the big one, and then extra-årsstämma. Sometimes stämma for more specific topic.</p> <p>Feedback when meeting residents, but not a specific feedback effort. The active ones at Hilda are getting feedback all the time, but Kerstin is not really meeting people. Get continuous feedback from climate coaches – evaluating Climate Living together. Feedback included in their work.</p> <p>Krydgårdenskolens gardening is spin-off from climate coaching – from Marie Cluley (?). There are garden plots at Hilda, and school children come and plant the seeds... talk to Marie or Moa about this. Want to engage kids from the Hilda area to care for these plots.</p> <p>Reflections: Hilda part of project has been more or less good, especially with technical parts – done everything can to make things happen according to plan. Climate coach part is being a bit re-evaluated right now since they are starting to lose some momentum. The coaches themselves are in need of something, perhaps some individual coaching for them. Have had meetings once a month with all of them, including some education and study tours. Activity on their part for approaching neighbors has been too low, and now need to try something new. Project as a whole has changed partners from original – one partner stepped out last January (2011), and now have two new partners. This has taken an enormous amount of time, including amendments to EC and getting that approved; and now it's almost definitely confirmed... after 1.5 years. MKB and another cooperative Arvid (adjacent to Hilda). They have both just started this year, and MKB will do many participation activities, including decisions on outdoor environment and bicycling facilities. But also now limited by time span of project for future decision.</p> <p>Visions: Work with climate coaches going smoothly and doing what wanted – engage neighbors, inform them, help them to fill in Climate Living. Hope that realize what affects climate impact, then have ability to act and change behavior. This is also an important way of benchmarking and measuring change. Manage to change behavior of residents (measurable).</p> <p>Hilda ad hoc decision to not take suggestions... but also have to be careful with who</p>

	<p>is communicating. Could put it up, but then everyone must be aware that it is a box from the Municipality and that this is not directly for decision making. No structured surveys of residents from climate coaches.</p> <p>Economically, quite a large budget and not very specified – perhaps just something like “meetings with tenants.”</p>
Broad Questions	<p>1. What are the main lessons learnt from the whole thing, and why? “I have learned a lot on how to work with people, how to approach them and get them engaged. I have never done anything like that before and had to more or less guess what to do along the way. Another lesson is the necessity of strict rules and routines when working in such a diverse group as the CLICC project group. Everybody has their own agenda and preconditions, and it took some time for me to get my head around that.”</p> <p>2. What should you never do again, and why? “Be weak! In such a project as this, a strong leader is needed, else everyone will act on their own.”</p> <p>3. What was the best / most successful aspect of the whole thing, and why? “So far the success has mainly been in the contact with the Hilda people. They have been very open and helpful. And in a way the climate coaches, up until recently they showed great interest in the project and its activities. I actually thought it would be even harder to find them and make them engaged”</p> <p>4. What is the most significant change / biggest impact the process has had, and why? “I hope CLICC has helped in creating the beginning of a "Hilda feeling". If our activities lead to a sense of "gemenskap" (can't find the English word right now) that is a great achievement.”</p>
Variables in Participation	<p>Competence of participants – CLICC working exactly on this</p> <p>Community autonomy</p> <p>Consensus on representation</p> <p>Density of formed community groups</p> <p>Qualities of social networks – preexisting such as Pakistani group in Hilda, Seher may be able to connect, but difficult to tell how exclusive these are, also a football team (only played one year, but won division) led by one of the climate coaches Agim, “fritidsgruppen” elected by the residents (?) who conduct activities and some of them are climate coaches</p> <p>Diversity of community groups</p> <p>Economic dependence of community</p> <p>Existing state of polarization</p> <p>Experience with in-group–out-group communication</p> <p>Legacy of trust or distrust – Think this is quite high, especially for the board since have tried to make decisions and information available (föränkra, anchoring of sorts, make sure ones affected by decision are aware and somehow included, input, and adjust), but natural elements of distrusting people... part of reason for not putting up suggestion box, history of some aggressive.</p> <p>Legal constraints</p> <p>Litigiousness of climate</p> <p>Other ongoing projects</p> <p>Physical resources (meeting space) – meet with climate coaches at Hilda, lack of meeting space, but have an office ~20</p> <p>Presence of strong leaders</p> <p>Support from residents</p>

	Support from regional leadership
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Appendix B: Interview with Thorbjörn Karlsson

Name	Thorbjörn Karlsson
Position	Board Member at Hilda
Relationship to Hilda	Board Member and resident
Date	Monday 25 June 2012
Discussion Points	<p>Mostly interview about storyline of residents and decisions in Hållbara Hilda Board meetings – how they work, once a year only, feelings about turnout (årstämma, versus stämma)</p> <p>Decisions for sustainability made over one major meeting or several?</p> <p>How early inform about meetings and in what ways?</p> <p>Relatively high turn-out?</p> <p>What were those conversations like? Dynamic? Leader? Interactive?</p> <p>Objectives of involving residents from start</p> <p>Any objections that went into change in decisions?</p> <p>Ideas from residents that went into decisions?</p> <p>How introduce decisions to those not present, chance for appeal?</p> <p>Want others to be involved?</p> <p>How reach out?</p> <p>How document?</p> <p>Opportunities for two-way communication, feedback?</p> <p>New people moving in... what opportunities do they have?</p> <p>Thoughts on rent increase... how far affect residents?</p> <p>Pre-existing social networks at Hilda</p> <p>Overall view of cooperative set-up in this process</p> <p>How does HSB overall influence Hilda... parameters?</p> <p>Relationship with municipality?</p> <p>Relationship with MKB and Augustenborg?</p> <p>Funding sources interfere with or encourage public participation?</p> <p>Changes that have been meaningful from your perspective</p> <p>How to talk with some others living in complex... besides knocking on doors?</p> <p>Costs issues... investments from EU, CLICC, Hållbara Städer... how affect rent increases if at all? Able to have many events like Hilda Day? Where stand?</p> <p>How recruit these investments? How much social sustainability a factor in this? Who is in charge?</p>
Notes	<p>2006 started with threatened rise in premium for insurance</p> <p>Negotiations, and accept if renovations – no timeline</p> <p>First ideas showed to people: big aluminum “casiette” to cover plumbing, el, radiators, but quite ugly</p> <p>Residents didn’t like these ideas, and also took space from the bathroom</p> <p>Krydgården was where held, posted around buildings, broadcasted on television station</p> <p>Done two weeks before meetings</p> <p>Changed project leader from HSB to someone from WSP Consulting – meeting about what want to have</p> <p>Asked how we start rather than what we want... came up with more ideas for changes (six people from board plus WSP)</p> <p>Thorbjörn’s idea: couldn’t we collect rainwater? First laughing, then thinking. Rest of ideas combination of board and WSP... environmentally and economically smart</p>

<p>ideas</p> <p>Looking at heat pump for ventilation... but not so efficient... so using central-heating instead of electricity... changing ventilation and replacing radiators</p> <p>Individual water metering – intention of behavioral changes, pay based on what used</p> <p>Changed the heating in the basement as well</p> <p>Pipes installed for biological waste</p> <p>Incorporated into board's ideals and then distributed to members by 2007</p> <p>2007 was also when water was going through bricks and had to rapidly renovate 130 apartments</p> <p>Had information meeting in 2008 and invited members to join... had a specific name "our visions for Hilda" 20 pages... mostly positive reaction, extra meeting with over 230-240 people who could vote... and with relatives about 400 people. Took questions and answered, and then had voting process.</p> <p>Overwhelming majority voted yes for everything (all points)</p> <p>20-30 against waste pipes because can smell, pipes have been installed, but not yet the tanks</p> <p>Serious change in apartments, and so requires another decision to commence</p> <p>Not do everything at one time, and that would have cost more anyway</p> <p>Total costs now of 240 million sek</p> <p>Meetings every third week only for members of the board</p> <p>When asked for funding from EU, needed to incorporate more that would reduce carbon footprint (by half), 70% of members should be involved in some way</p> <p>CLICC is part of how involving people now</p> <p>Electrical bicycle pool is Thorbjörn's area</p> <p>Leave car here, and then take bike to work... idea to be able to book bicycle, using same terminal as laundry booking</p> <p>Can have 4-5 periods in a row of bike rental</p> <p>20 bikes to kick off, have not yet looked where people are working</p> <p>Send out paper through mailbox to register interest</p> <p>767 apartments, and 60-70 wanted to join, let know by giving paper back showing interest</p> <p>Little register on bike showing how much used</p> <p>Included in EU Funding: bicycle pool, ventilation, waste mills, garden plots, rainwater collection, solar panels, solar heating, electric cars for the workers plug in 220v (x2)</p> <p>Thought that env friendly things done should have an effect on finances much sooner, but haven't</p> <p>Using too much electricity for renovations, and heating costs went far down, but not as far as like</p> <p>Maybe not see real change until renovations complete</p> <p>2010-2011 winter had savings, and year before was 7.5 million but down to 7.2 million... maybe not much, but strong winter</p> <p>2012 winter down to 6.7 million, not all apartments finished yet, but are now</p> <p>Will see better this coming winter</p> <p>Rent increase higher than thought: members don't know yet, but don't think members will move because of greater rent increase</p> <p>Was going to be 16%... now more... 20%? More?</p> <p>First year high costs of tax deduction due to drop in value once installed</p> <p>Independent from HSB... each one like Hilda owns a share in HSB</p> <p>MKB not having meetings, but contact with Åse... knowledge-sharing, and both are part of CLICC</p> <p>In MKB have no say about what done with housing</p> <p>In Hilda, annual meeting to decide who sits on the board and members can vote</p> <p>Board voted by members, decisions voted on by members, but members must go</p>

	<p>along with what board decides through voting then If can't make meeting, then can write a note for someone to vote in place "fullmact"</p> <p>Members have come forth with ideas that the board has already thought about Think people feel involved, but also think that it's too much Always asking to make changes and tolerate new environment Have not started on outdoor environment yet, but there are some ideas for this More connection between people who live here, one way or another, talk more to each other Most people living here are really very friendly Hilda Day happen every year at least until 2014, one of requirements for EU Successes: people thought it was something good, new idea of get-together Have put Sammar Rygg in charge of this TV system? 2 channels. One is collective rules for Hilda, and the other is updated information on renovations. Easy to spread newest information quickly. PPT program. Knowledge of members? Highly mixed. Some people don't read what goes into the mailbox, and on the other hand some people do 56 meetings each year for each entrance area during which inform what will do with apartments. Can then ask questions about procedures and timing. "Vision of the board" and meetings prior to any start of renovation All seem quite well aware, and no changes were made during early meetings because liked ideas Knowledge on issues and knowledge on getting financial support from municipality – municipality seeks, and then Hilda "co-beneficiary"</p>
<p>Broad Questions</p>	<p>1. What are the main lessons learnt from the whole thing, and why? Don't do so much at one time. Too overwhelming – members of board are really amateurs. Been quite a lot of strain, and they are doing so much. Has been cheaper because doing at one time, but to what cost? Been really hard. Already expanded from 5 to 7 people. Should have at least four members, and two substitutes (these are now ordinary members). Have also learned so much... no longer entrepreneurs!</p> <p>2. What should you never do again, and why? Wouldn't ask for many again – too many stipulations, restraints. Tie hands. Can't always do exactly what want and ask to do what don't want to do. Have been lucky so that it has all been in phases, and when they got the money, they could start the projects right away. Representative was used to nothing happening after money given, and so she was very happy. If hadn't had decision from members to move forward, then this couldn't have happened. Had members because of all information shared.</p> <p>3. What was the best / most successful aspect of the whole thing, and why? Members here have been more involved in the process with many questions, and most people think it's gone very nice, including the results in the bathroom renovation. Only small amount that have been negative. Positiveness from people has been the best. The fire system has been a special thing they have done, and this is not legally mandated. The law says must have <i>one</i> detector in every apartment in good operating condition. Put in new electronic fire detection, approximately 200 in each tall building and 50 in smaller buildings... all managed from central office. Centrally operated and maintained.</p> <p>Two apartments where people have been able to live while their apartments are being renovated. Taking break and renting these out for students 8000/month for two years.</p>

	<p>4. What is the most significant change / biggest impact the process has had, and why? All the people who want to come here. People from Hong Kong have been here, including the environmental minister. A delegation from France, a delegation from Africa. Swedish minister from Miljöpartiet. Nominated to Green Lance prize in Malmö, won prize from HSB Stockholm, and also from Miljöpartiet. Also got second place for E-prize in Stockholm.</p>
<p>Variables in Participation</p>	<p>Competence of participants Community autonomy – decision-making is independent from higher organization (unlike MKB), while also receiving some stipulations from EU and Hållbara Städer Consensus on representation – note how many nationalities and religions live here and all have different ideas on how things have been... many from Pakistan, Denmark, Yugoslavia; but there is an entrenched structure Density of formed community groups Qualities of social networks Diversity of community groups Economic dependence of community Existing state of polarization Experience with in-group–out-group communication Legacy of trust or distrust – Generally strong trust of board, likely because of democratic set-up Legal constraints Litigiousness of climate Other ongoing projects – involvement of funding areas has influenced the project overall, and more aims at social connectivity because of this Physical resources (meeting space) Presence of strong leaders Support from residents – essentially unanimous, though note that people maybe overwhelmed Support from regional leadership – very strong support, and plenty of attention in media</p>

Appendix C: Interview with Moa Björnson

Name	Moa Björnson
Position	Miljöförvaltningen, Malmö Stad, Process Manager
Relationship to Hilda	Responsible for participation processes in Rosengård (Hilda's neighborhood)
Date	Tuesday 26 June 2012
Discussion Points	<ul style="list-style-type: none"> Responsibilities in regards to participation Nature of this in Rosengård overall (given diversity) Specific knowledge of Hilda? Documentation? Funding sources and stipulations – how monitor participatory requirements? Guidelines according to municipality? Can Hilda residents come to you? Most effective ways to reach people? Malmö's objectives for social sustainability? Ties to integration?
Notes	<p>Also working with CLICC, trying to involve the coaches Need new energy after been doing for some time Moa, Medea, and teachers Krydgårdskolan – began with workshops on democracy at school Set up 3 year project, starting spring 2011... brainstorming about long term activities Teachers were about to get new class of 40 children Children as ambassadors of sustainability, rephrasing ideas in own words Different themes: Moa and Medea conduct workshops over weeks/months This last semester has been about urban gardening, then workshops localized concept to Rosengård Started own garden at school, and then collaborated with Cluleys to start garden at Hilda Finalize with something public... in this case small exhibition in the Rosengård library (see photos!) Made interviews/short-films of people gardening in Rosengård (online?) Last semester was past & future of sustainability, get to know area, broad topic Hilda name of elderly lady who had owned Drömmhuset, daughter of Peter Kokkum Formerly was mansions, farms, animals... only had daughters – Ida and Hilda, no children of their own When passed, sold land to Malmö stad, which started the million homes programme Have also worked with theater and role-playing to identify good/bad behavior Will continue with new themes next year, and themes are adaptable – probably climate-smart food</p> <p>Working both with participation in projects, but also with participation from different aspects surrounding projects In-house consultant Community dialogue within projects Has been participation for overall, longer-term sustainability efforts: games, walks, interactive surveys, exhibition in library... multiple methods to reach people Had good response: survey online something around 300 responses (malmo.se server), library successful as well Put all responses together and analyzed, then revised planning document (just now completed)... takes time, but one of most ambitious in regards to planning&building law “sammverken/samråd”... must have for one month at least</p>

	<p>Usually just held as one meeting in planning office or library where people can come and respond to already completed process... late in terms of decision-making, hard to influence</p> <p>Did this process in two steps instead, last year with workshops and future walks; and then had phase again... trying to extend</p> <p>Some major points: comments on building new houses (good but not too many, want to develop park, some afraid of traffic and new streets) – results in not building as many houses as originally planned</p> <p>“The hard thing is to combine it” about environmental sustainabilities and social</p> <p>Ambition of these projects is to combine them in a balanced manner</p> <p>Harder to work with social parts because hard to measure, takes time to involve people, and then not just action-based because waiting for things to develop</p> <p>Very much a dynamic process, snow-ball effect... starting with some people and letting it grow</p> <p>CLICC</p> <p>First aim was to get coaches to be “ambassadors and communicative link” between Hilda and residents</p> <p>Not necessarily those persons right now, though there is potential</p> <p>Too few, need more confidence and assertion... but not same goal as Hilda</p> <p>As long as Hilda doing construction, then they are starting to lower climate impact (economically motivated)</p> <p>Hilda also aware that they are elected representatives and have support inherently in decisions</p> <p>Mixture from residents of positive with prizes, but also some who don’t feel could choose</p> <p>2500 residents in one association – so hard to get everyone on board</p> <p>Climate coaches also connected to pre-existing social networks – so serve good role</p> <p>But could also use some more programs to expand engagement of residents</p> <p>Will work on new ideas for what else can we do to achieve this</p> <p>“When they do things, events and things like that, people come by, and they are interested in knowing what’s happening. They take parts in different activities...”... “But that can’t be the only method to reach out to people.”</p> <p>One aim of participation with Krydgårdskolan is that some of the kids (~5-10) live in Hilda</p> <p>One family, with one girl Sofia, very ambitious student... wants to take part</p> <p>Mother came to exhibition opening at library, and according to teacher very involved and try new things</p> <p>Family from Sweden</p> <p>Talk to Anders (does blog)? Present very often, and important person</p> <p>Vinnie (f) Elmazovski another climate coach: Vinnie.elmaz@facebook.com</p> <p>Every four months make reports on what has been done including activities and people involved</p> <p>See Kerstin for number goals for CLICC</p> <p>Most effective ways to reach people? through direct contact – workshops with groups</p> <p>NGOs, invite yourself to the already existing groups</p> <p>Malmö’s objectives for social sustainability? Check out the work in the commission for social sustainability http://www.malmo.se/kommission</p> <p>Ties to integration? See above</p>
Broad	1. What are the main lessons learnt from the whole thing, and why?

<p>Questions</p>	<p>“Very broad question...☺ many different lessons learned of course. One is that change takes time and to get people involved in the development process require a lot of coaching, time and assistance. And a hard thing is that people who are engaged voluntarily don’t get paid, and therefore it’s hard to demand things from them...”</p> <p>2. What should you never do again, and why? “We haven’t had so much success inviting people to processes through mail-invitations. (sent some 3500 postcards to people’s homes, but only ca 10 people responded... Not so effective way to get in contact to people.”</p> <p>3. What was the best / most successful aspect of the whole thing, and why? “One thing has been to involve the young girls when designing the new activity area in Rosengård. The girls got paid for 4 weeks of work, and then they are voluntarily involved in the continuing processes.”</p> <p>4. What is the most significant change / biggest impact the process has had, and why? “One example: from the beginning the girls in Rosengård were under represented in the youth house. (80/20 boys/girls) After the involvement process when girls were employed to work with the activity area, the numbers are 50/50.”</p>
<p>Variables in Participation</p>	<p>Competence of participants Community autonomy Consensus on representation Density of formed community groups Qualities of social networks – these are widespread in Rosengård, and it is important to expand participation to a diversity of networks Diversity of community groups – this profoundly affects the participation process... difficult to reach consensus, not everyone is always happy Economic dependence of community Existing state of polarization Experience with in-group–out-group communication – participation is just as important in management the projects as it is within the projects’ target groups Legacy of trust or distrust Legal constraints Litigiousness of climate Other ongoing projects – complications of tying together multiple good projects around Rosengård into community connectivity Physical resources (meeting space) Presence of strong leaders – these are a must have, whether as climate coaches in neighborhoods or as children in schools Support from residents – most people like, are interested in, and have something to contribute to the projects Support from regional leadership – there are multiple municipality-initiated projects that are dynamic, promising, and adaptive... also very advanced consultation process</p>

Appendix D: Interview with Åse Dannestam

Name	Åse Dannestam
Position	MKB Project Manager "Projektledare" for Ekostaden Augustenborg
Relationship to Hilda	Newest project partner in Hållbara Hilda, experience with renovations through MKB
Date	Wednesday 27 June 2012
Discussion Points	<p>Forms of participation in Ekostaden Augustenborg?</p> <p>Ideas, changes, objections from residents?</p> <p>Physical versus social changes in Ekostaden project?</p> <p>Pre-existing social networks in Augustenborg?</p> <p>Diversity in Augustenborg?</p> <p>Decision structure within MKB?</p> <p>Support from municipality?</p> <p>Initiation of partnership with Hilda?</p> <p>Goals: environmental? Social?</p> <p>Future ideas for involvement of residents?</p> <p>Social connections between Augustenborg and Rosengård?</p> <p>Visions for sustainable Augustenborg? Sustainable Malmö?</p> <p>Ties with integration?</p>
Notes	<p>Think Hilda is doing a good job with climate coaches – very difficult work</p> <p>Part of job is having green profile in everything they do, and to have resident participation in this</p> <p>MKB long history of including participation – started with “self-management” in 80’s... reduction in rent if take care of outdoor environments... idea spread to other areas of Sweden</p> <p>But run into some limitations because of tax structures for rent and payment of maintenance</p> <p>When Ekostaden started, participation would be a large part – planned into concept</p> <p>One of the first where doing some many environmental changes in a pre-existing building area</p> <p>More or less going to stay with the same buildings, but with some pipe changes</p> <p>Change is more focused on the outdoor environment</p> <p>Buildings in good condition, and MKB has had better maintenance over time – not see damages reputed with million homes</p> <p>Not cost effective to change the buildings then, and can do better things for climate impact with finances</p> <p>Looking at using attics as apartment space in some buildings</p> <p>Been working here 4 years, project running 15 yrs or so, EU money 1998 “before their time”</p> <p>Hired to continue movement and energy of project... need to take care of</p> <p>Today use Augustenborg as testing area for MKB, 23,000 apartments (1660 here in Augustenborg)</p> <p>Legally mandated to have market-based rent, run business as any other private... new regulation in 2012</p> <p>One goal: all tenants should have the possibility to be involved in the process</p> <p>Meetings: First meeting 400 people came</p> <p>Demand for change, but also big participation in the beginning</p> <p>Stormwater idea presented, along with other ideas through exhibitions</p> <p>When each courtyard, could come sit with landscape architect and discuss details of layout</p>

	<p>Maybe in some courtyards half came... a couple up to 20 or so Can be part of mindset of renting housing – that not necessarily want to be responsible for these other things Build recycling houses, 2002, 13 spread throughout neighborhood Recycling was new at this point – trips to Sysav, model set up to envision how recycling system works, workshops on fractions and aesthetics Festive activities: Ekostadensdag every year (last one 15 may), various trips Difficult to get people to join Seniors with community area, park, senior housing 72 apartments (gradually moving in when someone else moving out) They have activities, and MKB has someone help find and set up these activities Formed group of people from all over MKB... try to figure out participation: when they take part and enjoy, what was it that MKB did to encourage this? Came up with model! “Görhan” also the name of the man who started self-management Not always that do all steps, but if do all, maybe get more participation #1 “Keep ear to the ground,” important to listen “husvärdar” repairmen often meeting tenants, always have local people working in the neighborhood, one person to call who get to know... hear a lot Surveys that go out to tenants with lots of free space for notes: do you like neighborhood, apartment, cleaning... about everything (usually done once every other year) #2 “Reflect and formulate an original idea” for gardens: how want? No budgets, limitations... but actually have to hand out some alternatives to choose from... as tenant not know what can get, how much it costs, etc. Then once have idea, can meet with tenants to engage. #3 Also, calling for house meetings not necessarily gather a lot of people... now knock on a lot of doors, sit in courtyards when people coming home from work (with tents, coffee), try to meet people where they are and less formal #4 Introduce ideas from tenants into original plan to make a joint system #5 Realize idea together with everyone: “hopefully have some sort of relationships built up when you’ve met them”... invited everyone to plant flowers in courtyards where process had been done by book, but no one came... but when first had meetings about what wanted, many people came If want part of flower bed, can have... and a lot of people like this (more individual?), and also handing out boxes to plant vegetables in Community... being part of it and being with others... takes time, and not as popular today as it once was In early 80’s in her childhood, had courtyard parties altogether Once reach up to a certain level, then people tend to be satisfied Testing new things to try</p> <p>60% first or second generation foreign background, but these are slightly older numbers, and do not register new numbers here... maybe up to 70% today, lots from former Yugoslavia – big group from 60s-80s... quite well integrated, have work More Arabic speaking coming now, and also from war in Yugoslavia... but many that do not speak Swedish at all All written information in Swedish, trying to have some SFI, for kids during fritids – was demand for place for kids to relax and play while families taking care of these other responsibilities Partly financed from MKB, but also some from Malmö stad... Augustenborg belongs to Fosie Tried to have SFI in these localities, but didn’t want to be there because not feel as much a school</p>
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<p>Mixed area, områdesfakta (google this! Last from 2008) Hustädar have been significant sources of understanding who is involved, and start out with those “We know our tenants quite well” Seniors, school group, some different small interconnections Now with gardening, have names of people who like to do the gardening and can ask how like to further development</p> <p>MKB: lots of things are decided by the people who work in the Augustenborg office Set plan for each year, budget (approved), but most decisions here Then have group of people in MKB that are more technical and work with maintenance... dialogue there When want to do something costing more than 1,000,000 sek, then CEO must sign off But if smaller, then speak with boss, and then do! No annual meeting with tenants because was not working well... try to focus on each need and info for those it concerns Rental organization in area, and everything done must be negotiated with them In different areas can be strong, and they are active in half of Augustenborg... invite MKB When invited whole neighborhood was disaster Annual meeting without tenants within the structure of MKB for visions, budgets, etc. Some difficulties in relationship with municipality from both sides “We, at least... feel that it’s important to have good cooperation with the municipality” Have contact within to work with on Ekostaden Rise in rent of 500 sek with pipe changes... same for all so percentage depends on size of apartment Not want to overwhelm residents during these physical changes... waiting with climate coaches until perhaps more receptive... brand new bathroom, and now think about lifestyle Were specific with CLICC: can do physical changes, and these other parts are municipality’s job Doing all the contact with tenants is a huge burden of time</p> <p>Funding from beginning mostly Swedish government “LIP” money, local investment project... something like 20,000,000 sek... also some LIFE funds Very important to apply for these funds. Were three men that started Ekostaden, had to sit down and form application listing what wanted to do... got money to start, but not nearly all of it funded... catalyst Forced them to have the same goal... one of the first time that MKB and Malmö Stad worked together Important to focus on the environmental changes, and the social changes follow from this Should have some common goal with Rosengård Seved started with something not social at all, became gardening, and all these people come together around this Hilda has chosen a profile: Hållbara Hilda, and people come there to look at this! Of course one owner has been a big part of it being easier For clicc, doing 90 apartments</p> <p>Also have many MKB apartments in Rosengård, and now headquarters are there</p>
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	<p>Vision: What want now is that more companies and organizations come to Augustenborg to try out new technologies... have 150 study tours every year... have real opportunities for tenants testing it; but want new partners to come on board... e-on for solar cells? Laundry room for the future? More of a market area... more signs and information... green roof company?</p> <p>Want to attract environmentally-minded people, but main goal is that people <i>living there</i> should be curious about why have canals and different technologies</p> <p>If have profile all the time, then eventually people start to demand for it</p> <p>Building passive house... look at cycles... how can live sustainable life... both with knowledge and access</p>
<p>Broad Questions</p>	<p>1. What are the main lessons learnt from the whole thing, and why? You should have some kind of plan what happens when the project is ended Involving tenants should be done in several different ways, and try to meet people close to the subject (not too general)... easier to talk about laundry rooms than green marketplace</p> <p>2. What should you never do again, and why? “You should never ever promise something that you can’t keep.” Don’t exaggerate. The most difficult to work with in these projects is... if we are talking about building something new, the time it takes before it’s finished is so dreadfully long that lose the tenants during... can take 1.5 yrs, have to follow rules, procurement.</p> <p>3. What was the best / most successful aspect of the whole thing, and why? Open storm-water system sets the frame to the whole Ekostaden. Everyone sees it every day. Making a big physical change that is beautiful that connects to the goal for the whole neighborhood... no one objects to it.</p> <p>4. What is the most significant change / biggest impact the process has had, and why? The neighborhood has a different status today than it had before. This was a neighborhood you were not proud to say you lived in... and today, at least you are not ashamed. People stay longer. We believe people are happy with the outdoor areas and the meeting areas. So beautiful and wasn’t really expected. Now almost never something bad written about Augustenborg – big change. When built in 1948-52 was flagship area, built as English idea of city within the city... quite far at the time from city center. One of the goals to make it again as a flagship neighborhood.</p>
<p>Variables in Participation</p>	<p>Competence of participants Community autonomy – unity of neighborhood under MKB facilities lower-expensed decision making and lends freedom to expression of vision, as well as response to residents’ desires Consensus on representation Density of formed community groups Qualities of social networks – can be interesting in terms of who wants to do what, ex. of seniors’ activities or private garden plots Diversity of community groups Economic dependence of community Existing state of polarization Experience with in-group–out-group communication – different forms of reaching out to people (garden meetings, activities, surveys), but not force anyone who doesn’t want to be involved Legacy of trust or distrust – importance of being clear on what doing, integrating input from residents Legal constraints</p>

	<p>Litigiousness of climate</p> <p>Other ongoing projects</p> <p>Physical resources (meeting space) – how and where meet has big impact on who and how many show, and what is discussed</p> <p>Presence of strong leaders – needs to be guided and supported... why Åse hired, formation of approach to participation perhaps improve outcomes</p> <p>Support from residents – people feel accepting or even proud, enables welcoming in further changes gradually</p> <p>Support from regional leadership</p>
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Appendix E: Interview with Magnus Lindskog

Name	Magnus Lindskog
Position	Hilda's Förvaltare (Manager)
Relationship to Hilda	Employee
Date	Thursday 28 June 2012
Discussion Points	<p>Nature of position? Responsibilities?</p> <p>Mostly interview about storyline of residents and decisions in Hållbara Hilda Board meetings – how they work, once a year only, feelings about turnout (årstämma, versus stämma)</p> <p>Decisions for sustainability made over one major meeting or several?</p> <p>How early inform about meetings and in what ways?</p> <p>Relatively high turn-out?</p> <p>What were those conversations like? Dynamic? Leader? Interactive?</p> <p>Objectives of involving residents from start</p> <p>Any objections that went into change in decisions?</p> <p>Ideas from residents that went into decisions?</p> <p>How introduce decisions to those not present, chance for appeal?</p> <p>Want others to be involved?</p> <p>How reach out?</p> <p>How document?</p> <p>Opportunities for two-way communication, feedback?</p> <p>New people moving in... what opportunities do they have?</p> <p>Thoughts on rent increase... how far affect residents?</p> <p>Pre-existing social networks at Hilda</p> <p>Changes that have been meaningful from your perspective</p> <p>What forms of contact have with residents?</p> <p>Thoughts on their response to Hållbara Hilda?</p>
Notes	<p>767 apartments, 2000-2500 people</p> <p>Not live at Hilda – conflict of interest in terms of board</p> <p>Manager of daily activities, manager assistant Dju – both work part time, since 4.5 yrs ago (Feb 2008)</p> <p>Was just starting pre-phase, examination, consideration of what to do/costs</p> <p>Changing pipes is more than that... so many aspects go along with it</p> <p>Largest project in Sweden for regeneration of Million Homes Programme – and Hilda is first to do this</p> <p>Ida has also done a bit, some parts, and not in same way... problems in future because when reline the pipes, have to handle pipe lining as hazardous waste... future environmental problem</p> <p>Not allowed to vote since not member, but can come with ideas and logic... but “decisions are only for members”</p> <p>Changing pipes, f.ex. not for members... board would usually decide this because part of normal maintenance</p> <p>But if renovating inside of bathrooms, this is for members to decide – done simultaneously with piping</p> <p>Tomorrow is last time for this year's member meeting (normally Oct. every year), and last time to come with a proposition “motion” (only members) is the last day of June</p> <p>Must be prepared for annual meeting, and the board has to make the formal proposition and print it in the annual report, and this is sent to all the members along with economic/financial reports</p> <p>Other cooperatives do not normally accept motions</p>

<p>Have been on board for another place for 22 years (39 apartments), and in that time there has never been a suggestion from the members</p> <p>Have 11 board meetings (once a month on first Thurs), must be there and take notes</p> <p>If something extra is changing, then hold an extra meeting</p> <p>Half of the board is elected each year (6 altogether that are elected, but 7th chosen by HSB Malmö)</p> <p>2 year terms for board members</p> <p>200 building associations as part of HSB in Malmö, can be member if adhere to certain regulations</p> <p>Before Hilda, worked for parent association for 17 years</p> <p>Concept of Hållbara Hilda, resulted from some thoughts before member meeting with board members and consultants: what should we do by the way?</p> <p>About 50% of apartments did not have a functional fire alarm in the apartments, and responsibility is on the building association</p> <p>Note: do not use word “tenant”</p> <p>Bostadsrätt: bought the right to live in housing association</p> <p>Redecoration is freedom of resident who owns the right... such as repainting, etc.</p> <p>Not legal in Sweden to have a registry on country of origin</p> <p>Danish, Arabic, Pakistani very common in area</p> <p>Also looked at food disposal pipes, but cannot use it yet... hoped that it will go for biogas... 2 ways: tank storage and pick-up by truck (this not so env friendly), but could have it go out with waste through pipes to Sysav (mixed with water and other things, perhaps only 70% regained for biogas)</p> <p>Waste company runs management, but pipes owned by municipality</p> <p>Mandated by Malmö that all household biowaste should be collected separately in next couple years</p> <p>Not allowed right now in Malmö to send through waste pipes</p> <p>So have to go with truck option... Hilda board has sent letter to Vasyd that want an exception from the regulation</p> <p>60,000 bees placed on top of one of 9-story units (this is the highest in Sweden), honey will be sold in Hilda... something like 30 kg per year for one beekeeping box</p> <p>Not needed to vote on this</p> <p>At Drömm...hus, went over to look at the bees... was a deal with Pontus who provided Hilda with the bees... not cost to Hilda, profits from honey sales go back to Pontus (he is also managing who is interested in joining)</p> <p>Big problem with bees dying, in Sweden but also elsewhere in the world</p> <p>Something like 50% of the residents had renovated their bathrooms earlier – and so the people who hadn’t done this were very happy; but those who had and paid for it themselves still get this new one... and if these issues came to the first meeting where 50% said yes to it, and in second meeting 2/3 say yes</p> <p>This is followed by letter to all members asking if want or not</p> <p>2009 go to rental court in Malmö where they must approve decisions by members</p> <p>Member can go to rental court and say that not want done... they decide whether or not decision is bad for the majority; but this is a chance for them to have a voice</p> <p>Letter sent to everyone, including those who were not at member meeting, and this letter included information about going to court if want... something like 3 members went to court</p> <p>One: want vacation paid since can’t be at home... court rejected</p> <p>Another: had put much money into it... but not enough</p> <p>Rental court “hyresnämnd” ultimately ruled that it is not bad for the majority of the members</p> <p>Could have proceeded with pipes, but decision for bathroom renovation needed their</p>

	<p>approval There is not a bostadsrätt court, and so for some decisions must go to rental court “Members are the owners, and they have elected the board. And then the board has elected... say me and Dju, and then we affect the decisions that are taken.” But if 200 people come to the meetings and vote on the decisions, then there are still 1800 something people who did not take part in the decision If then these people come and ask why are you doing this? Then Anders (blog), website, Hilda broadcast, and 3x year brochure extra ways of informing. If not open any of these things, then you are probably not interested... there will always be a small point that did not want to participate or take in information When started knew that 2.5 yrs of renewal in apartments, and when constructor came to the apartment and resident wouldn't let them in, then replacement stops for 6-8 weeks Have to go to Kronofogden, and if lucky, they will come within 6 weeks at the earliest with locksmith and force resident to let constructor in... about 3 apartments that had a problem with this One of these had left Sweden for Denmark, had to hunt down and phone in DK, said he didn't care if take locksmith and open Building association not responsible for whether or not residents stay in apartments during renovations, but many people forgot or didn't know that they have a voting right Many people don't really understand this form of living, the cooperative... only here in Sweden... so sometimes think if something happens that it was the “landlord” that decided This office is open for visiting, and the phone is open for calling between certain hours... employed to answer... receive every kind of question, threats, etc. Stressful position, and very difficult for this kind of job during the renovation; and think that if same job when not renovation, then would be calmer Winter can have a big impact on how dissatisfied people are, how many complaints People have to go down and use toilet wagon to wash and toilet over 6 weeks Before go into a stairway (56 of these), hold information meeting with constructor informing about when, why, how... something like 56% of these meetings Informed ahead on website, blog, written pamphlet, channels If couldn't make it to meeting, call office and ask for summary Some ask – why didn't you tell me? Some were even at the meeting and then asking why this is happening? Difference also in that board members have a choice to not run anymore Something like five elderly ladies responsible for 90% of the complaints... mainly Swedish About race, seagulls, children... perhaps not really about living situation... they can vote! “ansvarsfriheten” freedom of responsibility of the board... see annual report... must take these suggestions into print</p>
<p>Broad Questions</p>	<p>1. What are the main lessons learnt from the whole thing, and why? If done again (say “I” if could decide), then would set up the organization in a different way. The project leader and the constructor should sit on the same place. The board has employed a project leader for the three different projects, and the project leader is meeting with the board; but if the members have any complaints, they are in the stairway meetings... still have 46% or so that maybe don't read the information sources. Constructor owns office containers nearby, but at end of project, have to phone and make appointment... so instead all the questions have landed here, and couldn't answer the questions, but had to ensure that carried on and answered. Would make a different organization for how, when, and where</p>

	<p>organization of the project would sit. Now takes time from the ordinary issues, and plus there are three projects to deal with. Would save time for staff and everyone else.</p> <p>2. What should you never do again, and why? The last apartment (for pipes) was on last Thursday... much to reflect on. In the beginning there was a lot of force, power in the board... but the further the project went, there started to be a lack of energy. Took so much energy, and this is from people who have regular jobs besides. Giovanna has a tailoring business during the day. After 3.5 years, enthusiasm was less than in beginning. After a while in military, then have to withdraw forces and refill power with food, fuel, rest, and then can go back in. "There was no time for that for any person in this project." But it's not easy to say what you should have done to get more energy in the project... long project. Sucks out life from you. Many other renovation housing associations want him to go there, but know better than to do that to self. Know that they do need this experience and competence for learning how to "survive" these changes.</p> <p>3. What was the best / most successful aspect of the whole thing, and why? The pipes were in very bad condition. Aug – Dec 2010, there were 35 different water leaks from the pipes, floor is soaked... was originally very cheap Polish copper with lots of zinc, if have lots of zinc will be small holes in the copper after many years. For the future, this is good.</p> <p>4. What is the most significant change / biggest impact the process has had, and why? Generally the project has gone very very very well, and if ask someone not in his position, they might consider it a total success. There are small things that can be on another basis... for example, the drawings from when you built this project, they weren't always according to the real world." But what can you do? "Otherwise, it has been a complete success." Now, when most things are completed, hope that most people enjoy that will be another 40 years before next time. For the board, if they will be re-elected, they will need to have some time to rest for a while... not sure if that patience is among the members. "It's going to be hard for my replacement... You can't say you don't know."</p>
<p>Variables in Participation</p>	<p>Competence of participants Community autonomy Consensus on representation – essentially a democracy with all of the procedures and opportunities surrounding elections and voting Density of formed community groups Qualities of social networks - many different nationalities and age groups present, different approaches to what should be done and how Diversity of community groups Economic dependence of community Existing state of polarization Experience with in-group–out-group communication – there is the “in” group of who attends to information given and responds, and “out” who do not read or vote... sometimes result of not understanding rights Legacy of trust or distrust Legal constraints – there are legal processes to follow for objecting to decision upheld in the democratic system, and this is based on whether or not the decisions are bad for the majority of the community Litigiousness of climate Other ongoing projects Physical resources (meeting space) – issue of lacking formal/accessible space for communication between project leader and residents... end up going to Hilda office</p>

	<p>instead Presence of strong leaders Support from residents – most people in support of decisions and happy with the changes, only few exceptions Support from regional leadership – run into some complications with municipality in terms of waste disposal/biogas... application for exception?</p>
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Appendix F: Interview with Samar Rygg

Name	Samar Rygg
Position	School Teacher, teaching grades 6-9
Relationship to Hilda	Resident and Climate Coach
Date	Monday 2 July 2012
Discussion Points	<p>How first heard about renovations and Hållbara Hilda?</p> <p>Was there opportunity to participate in decisions?</p> <p>(If so) did you feel like your voice was heard?</p> <p>Satisfied with plans for Hållbara Hilda?</p> <p>Do you feel that the board at Hilda responsibly represents your interests?</p> <p>Experiences during renovations?</p> <p>How first came across climate coaching? What made want to join?</p> <p>Experiences as a climate coach?</p> <p>Opportunities to influence how CLICC project goes?</p> <p>Feel that voice is heard as a climate coach?</p> <p>Experiences in Hilda with social networks?</p> <p>Ideas for reaching out to more people?</p> <p>Response to climate coaching so far? Changes in socializing or habits?</p>
Notes	<p>Climate coaching about reaching out to other residents</p> <p>Got tablet as coach because easier when out and around because just have it in the purse and pull</p> <p>Also helpful in other ways besides impact tool... can also show different examples, trying to accumulate good links and pages to help people visualize</p> <p>Different climate coaches have different focuses – like Agim focusing on football, talking with residents through the sport, and team had won last amateur</p> <p>Another coach focuses on electricity and energy and savings during the winter, f.ex. turning off refrigerator and storing food on balcony during the winter</p> <p>For Samar, focus on some different things such as repurposing, f.ex. handbag made of used coffee bags, dumpster diving for materials</p> <p>Another climate coach and her have talked about having a room in the autumn and having an exchange of furniture and clothing</p> <p>First week of the month have a dumpster out for people to dispose of old furniture, and this is used a lot</p> <p>However, people are throwing out really nice furniture... exchange instead of throw out?</p> <p>Bortskänkes.se one place where can post what was going to be thrown out</p> <p>Have people who focus on children... Sala and Vinnie... made dolls and puppets to hold a puppet show about the environment with help from the kids in writing the script</p> <p>“We are trying to have different angles to reach people because different people have different things they like and dislike. So you need to reach them from different angles.”</p> <p>Originally had idea to visit people, but not done that yet... have had events where people are invited and talk to them there</p> <p>Want to have more day by day or week by week encounters, and that has not been so successful</p> <p>As climate coaches, don't know everything about what's happening at Hilda, and can't answer questions about renovation</p> <p>Was Sept/Oct during own renovation and was first high building – so took a built</p>

	<p>longer since the blueprints hadn't been accurate... too many surprises Were fortunate enough that it wasn't winter... was okay, but was a lot of noise, chose to study a lot at school during that time But it worked... have asthma and dust was bad, but closed all the rooms that weren't used for renovation with plastic One neighbor had thought of this and then spread, then gave examples of how to do this Voting in the beginning was a bit funny because so many had bad things to say about it, but then really high positive vote, the bad things were said at the meetings – so these people were there voting! One or two said no... but people like to argue Some points were valid: one bedroom apartments have smaller bathroom – and the shower door did not go down to the floor so water goes all over... or bathtubs that are not sealed and have to move to clean behind... what about for elderly? But there was not a say in the details... only vote yes or no on whether or not the renovation happens And overall have done marvelous work and has run relatively smoothly Thought it would be easier to have something done all around and have the pipes replaced... beginning of the 20th C thought things should last, but in 60's and 70's didn't think about them lasting With million homes programme when doing so fast tend to overlook some things</p> <p>“Where I am, I think I can make a difference.” All have some responsibility to do this where they live, and now have a chance to do something. “I want to live in a good place and take responsibility for that.” So much more than teaching, like being a social worker or a coach before being a teacher Can find people more engaged in environmentalism – like having a car but never using it Rent has been raised gradually, but it is not a big increase... still it is an increase Hope that what we save on, will be better in the end If renovate own bathroom cost something like 300,000 sek, and to pay a little every month is different Pay so much to insurance as well for the pipe situation – so perhaps that will stop now Part of co-op is central fee to take care of central loan for housing association, including garbage, etc. Fee is very high relative to other associations because of loans for renovations and staff/board Hypothetically if went higher... don't want that, not know what would do... 4,500 right now Board can decide that not eligible to live there, and then must sell right to live there</p> <p>Law came 2 years ago (from govt) that can own apartment here, but don't know yet anyone who has sold that way... Moved here about three years ago, and when came wasn't very much a closeness... but a bit segregated (though strong word) One of those who started the fritidsgruppen last year for long walks, canasta, hobby meetings, football, flea market, etc. Started to have a bit more closeness together and meeting people Coordinator for Hilda Day, two main goals: inform people more about renovation and more about environment and habits... other goal is to have more closeness and more community feeling Hilda hasn't had these kinds of things before, and every time see new people! Get</p>
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	<p>curious about what is happening... but will take time for it to be a tradition and for people to like them</p> <p>Believe can do a whole lot there</p> <p>Maybe expect more, but could have more people involved since next biggest housing association involved</p> <p>There are some involved, but if you see how big it is, but could definitely have more... maybe just count blessings... but expect more</p> <p>Climate coaches 15-16, but other people involved in other ways... not with fritidsgruppen anymore since not have time anymore with job change... now focus on climate coaching... but that had 20-30 people involved (maybe)</p> <p>Housing association members: 1500... can have more! Compared to other associations who have 1 or 2 involved, this is a lot</p> <p>Want to have more involvement</p> <p>Some more ideas... start knocking on doors and go visiting people, and perhaps further on have competitions of houses against each other on energy savings</p> <p>Rosengård many people like inviting others in... not everyone</p> <p>In Rosengård don't hear about the good things that happen hear that never see on the other side of Malmö</p>
<p>Broad Questions</p>	<p>1. What are the main lessons learnt from the whole thing, and why?</p> <p>Having information very open and accessible is important because when things happen and people don't get answers... then there is a lot of frustration and anger builds. Internet is good, but many people here not have access to internet (elderly often example)... want more information out there. There has been too much to do for Magnus and Dju – they are the ones approached for answers. Would have liked... have building meetings before renovations where people can come for Q&A, but there are some plans that would have liked to have more information on the internet... Board being here once a month to answer questions? Educate us as climate coaches a little more about what is happening... know some, but just getting information on internet like others... if had been better educated then could help them take some of the responsibilities. Would also be good for building trust. When have had evenings inviting people to talk... some have come really angry, but sit down and talk it out... afterwards, inspired to take small actions. “Need to meet them at their level, as well, but then you need to be there. But the people who are there every day are Magnus and Dju; and they have had a lot of beating.” Still much that needs to be done and still need to educate climate coaches.</p> <p>2. What should you never do again, and why?</p> <p>Nothing.</p> <p>3. What was the best / most successful aspect of the whole thing, and why?</p> <p>Total of focusing on environment in different parts – changing the heaters, pipes, etc. The planning of having gardening and good parks here is something to look forward. The end result, and also showing others in the city that Rosengård is not so bad. Not everything bad happening in Malmö happens here, and now Rosengård can be a good example of things. Very proud of the investments done and being innovative and forward-thinking.</p> <p>4. What is the most significant change / biggest impact the process has had, and why?</p> <p>See above about being a good example and doing things for the environment.</p>
<p>Variables in Participation</p>	<p>Competence of participants – working with interested and competent people that have different focus areas, but could use more education on overall projects for climate coaches</p> <p>Community autonomy</p>

	<p>Consensus on representation – good attendance and voting on projects, though perhaps some issues with the details</p> <p>Density of formed community groups</p> <p>Qualities of social networks</p> <p>Diversity of community groups</p> <p>Economic dependence of community – consider increase in rent as consequence of an investment, and need that investment to pay off</p> <p>Existing state of polarization – socializing in Hilda perhaps a bit segregated, though some changes since start of fritidsgruppen and climate coaching</p> <p>Experience with in-group–out-group communication</p> <p>Legacy of trust or distrust – part of having trust is being able to give the information people ask for</p> <p>Legal constraints</p> <p>Litigiousness of climate</p> <p>Other ongoing projects</p> <p>Physical resources (meeting space)</p> <p>Presence of strong leaders – although not really their job to work with the resident side of Hållbara Hilda, Magnus and Dju as glue in community</p> <p>Support from residents – though there were complaints, still overwhelmingly supportive vote</p> <p>Support from regional leadership</p>
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Appendix G: Interview with Marie and Robin Cluley

Name	Marie and Robin Cluley
Position	Robin – Swedish language teacher for immigrants, Marie – formerly home care, studying nursing and looking for work
Relationship to Hilda	Residents and Climate Coaches
Date	Tuesday 10 July 2012
Discussion Points	<p>When moved to Hilda?</p> <p>Why chose Hilda?</p> <p>Thoughts on renovations at the time?</p> <p>Different aspects that you disagreed with or supported?</p> <p>Do you feel well represented by the board?</p> <p>What other opportunities have you identified to participate in Hållbara Hilda?</p> <p>How did you start with CLICC?</p> <p>How did you start with the gardening?</p> <p>Do you feel that your voice is heard through the climate coaching? By supervisor? By other residents?</p> <p>Ideas for reaching out to more residents?</p>
Notes	<p>Moved July 2011, and were living eight years before in Rosengård, but were renting and wanted to stay in Rosengård</p> <p>Price was a consideration, but really wanted to stay in Rosengård</p> <p>Find the international side positive, people very friendly, good social environment</p> <p>Lived in Swedish area at first, but when moved here, integrated really well</p> <p>Like the multicultural aspect of Rosengård, and in other countries like England and Morocco</p> <p>Want to see Rosengård become an example to the rest of Sweden</p> <p>Scaffolding for renovating the outside walls went up just two months after moved in, but ventilation and bathrooms</p> <p>Had heard that the noise from the bathroom renovations bad</p> <p>Didn't learn about projects until already decided to buy flat</p> <p>If had known, would have been even more keen to move in</p> <p>Agree with things being done, most really good ideas</p> <p>Haven't done much in terms of saying anything because decisions already made</p> <p>Perhaps not so happy with waste processing under the sink... seems high tech when could be done in low tech way, avoid mixing it in with water... perhaps extra expenses when they break down</p> <p>Even if done for biogas, prefer to transport in bins by truck</p> <p>Would participate in further decision-making for this if could</p> <p>There was a meeting called for last month, but too few people came and it was canceled</p> <p>Difficult to get people together for meetings, working so hard and want to spend time with family</p> <p>Not everyone enjoys meetings... some people are better at them than others</p> <p>Issue of discussing in another language... lots of people in environmental group, but challenge with the language</p> <p>Board has very, very good people... known Joachim who is very communicative and always thinking of people's best</p> <p>Very pleased with how social and caring the board is, want best for the community</p> <p>Works quite well, it is a democratic way of doing it, and haven't had any problems</p> <p>Went to a meeting with Hilda (AGM?) last year and thought it was really well done,</p>

	<p>people allowed to voice opinions Some people had been quite negative beforehand... criticisms of board and saying should step down, but one group really...try to understand their point of view... in every community can be this</p> <p>Started with CLICC through Samar, known her quite a while... discovered that moving into the same housing area Suggested that must get involved in climate coaching The projects are very good, (Marie) not too social in that way but good with projects Working with schools, learning about environment, involved some gardening – Marie loves gardening Krydgårdskolan Went to HSB (had already agreed that school could have a little plot, and many of the kids live in this area), but said no couldn't have right at own block and have it instead at the garden Good place for children because they pass by it and can water it and pull up plants Only started a few months ago Chose easy-growing plants for the garden that would grow fast like radishes and lettuces, also carrots and potatoes... have three little garden boxes One box with flowers, but those haven't done too well Started to put herbs in as well Relationships are growing and children have been encouraged to visit more The children get lessons on gardening, environment and recycling... very practical as well... was once every two weeks on Tues or Thurs mornings had a visit to the garden About nine years old, two classes that are supported... maybe follow through the year HSB has hosted this gardening, supported by man who has studied urban gardening Would like to see an area where there is more of an enclosed allotment for gardening Feeling a bit limited at this point because something new to HSB because responsible for taking care of... something that is a concern to that... so landscaped and planned The man who came to advise on the garden plot also has plots at Seved and Augustenborg ... can't remember name Housings can be square with a garden in the middle and having vegetables growing in public areas Documentary on TV some years ago about Herrgården, but now projects have really helped this area Gardening gives children responsibility, and they respond to this Robin's main focus has been to write articles about environment... how to save electricity, cut down on waste, transport... articles are published on Hilda's homepage Supposed to be going out talking to people and getting them to fill out the footprint tool, supposed to cut this down by half Hasn't been too easy to go out and do this and to be organizing this with the other climate coaches Think that contact with residents needs to be done in an organized way Best way would be to announce on the info boards about the climate coaches Offer a prize for filling in tool... like a raffle, can win something nice Needs to be some kind of carrot to really interest people, but takes a long time... can sit for half an hour just filling in one On the other hand, gives people something to think about... behavior with food, at least in terms of carbon dioxide Worth doing, but needs to be done in a more organized way</p>
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	<p>Haven't been here that long, not yet part of any groups except climate coaching Probably a small portion of residents that are part of anything, good but quite limited Hilda Day in September... works out quite well if the sun is shining, first one was quite successful... and more people will come this year Could be an opportunity for using the tool, but does take some time to fill in Sit under a tree, invite to come and fill out, offer some fika? Get ipads as carrot to participate as climate coach, but risk is that attract people who take part just to get the ipad and then heart isn't really in it Very supported and encouraged by municipality, all work hard... can drop a line and they send someone to support you With the children, the parents will come out to the garden too and share what the children have told them about... parents always curious what their children are involved in Always look at the lobby screen when come in, but always displaying the same thing... not used for much, could have a lot more... people used to posters... could come around but takes familiarity Apparently these monitors cost a lot, very expensive tool... maybe it's an extra job for someone Could be used to post things about the climate and things happening... to feed people's imagination Could do a community thing in the house with water usage or energy Marie has not really read the construction blog, but did know about it, Robin has read it on occasion but does not follow it regularly... Anders says a lot of people go to the homepage, but can't tell from where... if local or not Also a good idea to have posters in the elevator Have taken everything out of refrigerator in winter and turned it off, had all food on the balcony Many Swedes love to go back to nature, summer cottages... have the best</p>
<p>Broad Questions</p>	<p>1. What are the main lessons learnt from the whole thing, and why? One lesson is that we can do something about the environment, even if you don't live in a villa... really an encouragement because tend to think that living in an apartment that you can't do much... but if you join together with others, a lot can be achieved. Can make changes, can inspire other people to get involved.</p> <p>2. What should you never do again, and why? One thing is to assume things about others... during climate coaching, tend to assume things before starting, but found that it is quite eye-opening to see how people are different... comparing an Egyptian lady with two kids and a Swede with no kids, and the difference in their lifestyles was huge. Egyptian's footprint was much lower. Don't assume things, but really find out the truth of how the situation is.</p> <p>3. What was the best / most successful aspect of the whole thing, and why? Getting to know people, really good way to make new contacts. When move to an area and are new and many many people are immigrants, then this has been valuable for socializing and talking to neighbors. So building contacts, even with the school and children, makes you feel like part of the community... a sense of belonging and purpose in the area. One of the biggest is having the feeling of being able to make changes and get involved with something in their hearts.</p> <p>4. What is the most significant change / biggest impact the process has had, and why? Can really do something – even with old apartments – to make them more energy</p>

	<p>efficient. As an example of a sustainable community. Haven't gone all the way yet, but has had quite an impact on showing people which way to go. It has been an inspiration to similar projects in Sweden and elsewhere, like Hong Kong.</p> <p>Opportunity for people to relax and be part of nature.</p>
<p>Variables in Participation</p>	<p>Competence of participants – difficult to know where to begin, need some formal organization around reaching out to residents, getting to fill in carbon footprint tool, informing them</p> <p>Community autonomy</p> <p>Consensus on representation – feel good about board members, people who want the best for community, meetings accessible and accept voices</p> <p>Density of formed community groups</p> <p>Qualities of social networks – difficult to get people involved when have jobs and families, but people take an interest in what their children are doing</p> <p>Diversity of community groups</p> <p>Economic dependence of community</p> <p>Existing state of polarization</p> <p>Experience with in-group–out-group communication</p> <p>Legacy of trust or distrust</p> <p>Legal constraints</p> <p>Litigiousness of climate</p> <p>Other ongoing projects</p> <p>Physical resources (meeting space)</p> <p>Presence of strong leaders – good decisions and leadership, supportive when need help</p> <p>Support from residents – people curious, but need to have something that can respond to, an offering of the “carrot”</p> <p>Support from regional leadership – gardening can be a great way to connect with people, but resistance from HSB to open up space in courtyards for this</p>

Appendix H: Interview with Anders Anderson

Name	Anders Anderson
Position	Writer/Journalist
Relationship to Hilda	Author of Construction Blog and Hållbara Hilda Blog
Date	Tuesday 10 July 2012
Discussion Points	<p>When started writing blogs for Hilda?</p> <p>Any reflections upon decision-making process for the renovations?</p> <p>Seen any changes since external funding (Hållbara Städer, LIFE)?</p> <p>Thoughts on blogs as a communication medium?</p> <p>Been contacted by residents?</p> <p>Feelings of momentum in Hållbara Hilda project?</p> <p>Impressions of social network dynamics at Hilda?</p>
Notes	<p>First blog post on 4 May 2010, after renovations already started</p> <p>One of the members of the board (HSB rep) told the rest of the board that even though Hilda has been a success; need to be better about information... need ongoing information and someone to handle it</p> <p>Come 2.5 days a week originally (3-4 months), and then down to 2 days a week... represent a cost</p> <p>First impressions: Why? If had just changed the pipes and the bathroom it still would have been complicated, but instead chose to do everything instead... storm water, new radiators, ventilators, district heating connection... and everything done at the same time!</p> <p>First talked, said that they could do it</p> <p>Next impression: Extremely brave to be doing this</p> <p>Last impression: They are brave, and dumb, and why? The same question at the end as in the beginning...</p> <p>Some residents have the blog as a start page, and think they like it</p> <p>They complain when the internet is down because they can't read the blog</p> <p>Most surprising is that the blog is well-visited, but even more visitors have the blog</p> <p>2011 whole year 16,198 hits to the blog (9,044 visitors)</p> <p>Hilda page: 45,931 (34,286) visitors</p> <p>Natural drop in numbers during the vacation period</p> <p>Have roughly 1000 page views (641 users) for June 2012</p> <p>If look at the first half year, indicates the same trend for the homepage, but decreasing a bit for the construction</p> <p>Façade renovations going on for now until 2014... still six buildings left to do (three of the high rises, three of the lower)</p> <p>Taking out the broken bricks and sealing the balconies, and spray on a water-repellant chemical (Silanex)</p> <p>Seems that people are happy</p> <p>Asked env minister from Hong Kong what lasting impression was: techniques were rather ordinary, but was impressed that people looked happy and were still smiling</p> <p>For communication, don't believe in blog, but good for information</p> <p>From the beginning did not have function for receiving feedback... not want comments</p> <p>If have some who are arguing and discussing, it will take too much time from more relevant work to create answers to these people who may never be satisfied with the answers</p> <p>Don't have the time for people who want to complain... must sacrifice this for time</p> <p>Perhaps particular individuals with something against HSB or otherwise hidden</p>

	<p>agenda</p> <p>Can become a channel for anger and frustration, but then maybe not common sense</p> <p>Have information (some from blog) through the information paper... do three a year, this year have done one, and one is being planned for the end of August... summary of the most important from the blog</p> <p>Skånskan.se has article today about Hilda... pictures of bees!</p> <p>Beekeeper Pontus had idea to put bees on Hilda's rooftop, and Anders presented the idea to the board... took off from there</p> <p>Bees are nice, but this has happened really because of Pontus</p> <p>Must have a start page for the monitor... so right now only have pictures that roll on the monitor</p> <p>Must program it to have a start site where can choose what information you want... is connected to the internet, but dangerous to allow people to access the web...</p> <p>It's possible to something about what information is displayed this way, but someone would have to be responsible for this</p> <p>In the beginning, was an idea of what should be on the monitors... but still in the works (still in the cloud)</p> <p>Easy to put out information as pictures, but not as text... and then not easy to change the pictures</p> <p>Since the funding started, have climate coaches now</p> <p>But big changes, not really... workers that have support for some causes... these projects were planned before the funding came</p> <p>Think the climate coaching is a good idea, but have had a tough start</p> <p>When measuring something, need to know the baseline... it was meant to have the application "Climate Living", but this program is so complicated that it takes at least 15 minutes to enter all the parameters... and need support to do this!</p> <p>Something like 40 or 50 who have done this</p> <p>Now talking about letting the climate coaches do something more useful for Hilda other than the footprint tool... and this tool is Malmö stad's biggest investment</p> <p>To use it can be very boring, but not supposed to be fun... trying to work with how to make it fun?</p> <p>But bicycle pool is from funding, and this is fun! People will like it and use</p> <p>Some people from the fritidsgruppen have shown some interest in these other projects, but only a very few... did a play with the school, and had a doll-making, puppet show, ski pole walking, ordinary walking... the talking more important</p> <p>Have own local room in the basement where can meet and have activities, have some items like a sewing machine... reflective of group mostly women</p>
<p>Broad Questions</p>	<p>1. What are the main lessons learnt from the whole thing, and why?</p> <p>Don't do it. Don't do it so complicated. Do one thing at a time. The burden and the work is so hard that the first enthusiasm isn't enough to carry the whole way... after the first one or two years get tired... need to have not a voluntary, but a professional approach to this projects. Things are moving and happening all the time, and it becomes like a war. If you have ordinary work and an ordinary family, then there is not enough time to put into it (speaking of the board). The board is the deciding unit, and if cannot take the decisions, then there will be a tipping point.</p> <p>2. What should you never do again, and why?</p> <p>Like construction workers and ordinary people, and this mix of people from different cultures. Would definitely do this again and do more of the same, or even get closer to people... but otherwise nothing wouldn't do.</p> <p>3. What was the best / most successful aspect of the whole thing, and why?</p>

	<p>“The storytelling... that we have created a story about Hilda that other people tell about us.” Have succeeded in doing this... that’s what you always want in public relation work – that other people talk about you. Hållbara Hilda as a brand. It’s an outlook rather than an in-look at the people living in. Perhaps more successful at communicating out than communicating to own residents. Media has come, politicians have come, and everyone in Malmö needs a good example in Rosengård... so many come to Hilda. So many speak about doing something for environment, but Hilda has actually done something.</p> <p>4. What is the most significant change / biggest impact the process has had, and why? From Magnus: “For Anders, it is the meeting with me.” ☺</p> <p>Always comes down to the people, but the biggest impact was when the Hong Kong minister and Gustav Fridolin (miljöpartiet spokesperson) came... the latter had secret service and everything</p> <p>First felt that this was a community during Hilda Day last year (10 Sept 2011)... with children making toys out of old toys and the bicycle kitchen, electrical bicycles and mopeds, environmental and local food, there was a feeling... some sort of impact or change... a lot of children and women, but not so many men</p> <p>(From Magnus) Many of the construction workers were afraid when heard that were working in Rosengård... one didn’t know if should bring car because might be burned. Now he has a pension and bicycled here over 45 minutes... big change! Many people employed here had the view that people in Rosengård shoot at each other. Now many say they like working here. Very friendly.</p> <p>Two parts of Rosengård: north of Admiralsgatan vs. south. Nobody will say “we are immigrants”, but instead cluster by where they are from. People don’t want to be seen as a group.</p>
<p>Variables in Participation</p>	<p>Competence of participants Community autonomy Consensus on representation Density of formed community groups Qualities of social networks – not that many people active in social networks, separate selves by ethnic background, but not group together as foreigners... make difficult to feel interconnected Diversity of community groups Economic dependence of community Existing state of polarization Experience with in-group–out-group communication – need to limit acceptance of input from out-group for the sake of time and doing a good job Legacy of trust or distrust Legal constraints Litigiousness of climate Other ongoing projects – take on too much all at the same time, should have split up and prioritized Physical resources (meeting space) Presence of strong leaders – board has really been dedicated, driven group that has carried this project Support from residents – some complaints, but certainly people seem happy Support from regional leadership</p>

Appendix I: What the Evaluation Should Cover

Based on Warburton *et al.* (2007)

Aspect to Cover	Examples
Objectives of the Engagement Process	<p>what were the original stated objectives</p> <p>are there any 'implicit' objectives that have not been fully articulated</p> <p>how were the objectives set, and by whom</p> <p>did they change; if so, why and how</p> <p>have the objectives been met.</p>
Context	<p>is the process stand-alone or part of a wider programme</p> <p>what else relevant was going on at the same time; how did the process under evaluation relate to other relevant initiatives</p> <p>what historical, geographical, political, economic and social factors have affected the process.</p>
Levels of Involvement	<p>type of involvement sought (e.g. from inform to empower); why and how that level was chosen</p> <p>assessment of whether that level of involvement was achieved</p> <p>assessment of whether that level of involvement was appropriate in the circumstances.</p>
Methods and Techniques Used	<p>what methods and techniques were used</p> <p>who decided on these</p> <p>were they appropriate to the objectives</p> <p>what worked well and what worked less well.</p>
Who Was Involved	<p>review of any stakeholder analysis done (whose involvement sought; assessment of whether achieved; and whether appropriate)</p> <p>numbers of people involved</p> <p>analysis of type of people involved (e.g. by socio-economic group, educational qualifications, age).</p>
Inputs (Costs)	<p>monetary costs (e.g. staff time, expenses, event costs, publicity)</p> <p>non-monetary costs (e.g. time contributed by participants, unpaid staff time, training time)</p> <p>risks (e.g. to reputation, uncertainty, stress, conflict, loss of control).</p>
Outputs (Products and Activities)	<p>participatory events such as workshops (e.g. numbers attending, feedback)</p> <p>information events such as exhibitions (e.g. numbers attending, feedback)</p> <p>questionnaires (e.g. numbers and results)</p> <p>newsletters and other printed materials (e.g. numbers circulated, feedback)</p> <p>interviews undertaken (and results).</p>
Outcomes (Benefits/Impacts)	<p>changes in policy (e.g. different ideas incorporated)</p> <p>changes in people (e.g. new skills, greater confidence, increased networks, greater willingness to participate in future)</p> <p>changes to organisations (e.g. changed structures, different priorities)</p> <p>wider social changes, such as new groups or organisations set up</p> <p>greater public support for programme</p> <p>better public services (e.g. because needs met more effectively)</p>

	<p>greater social cohesion (e.g. because people get to know and trust each other)</p> <p>better governance (e.g. greater accountability of government, better information flow, more engagement)</p> <p>continued learning (e.g. learning from the process, people go on to do other qualifications).</p>
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Appendix J: Hierarchical Organization of Preconditions and Moderating Variables

Participation Variable	Interview Hits	Notes
Support from residents	8	<p>(Thorbjörn) essentially unanimous, though note that people maybe overwhelmed</p> <p>(Moa) most people like, are interested in, and have something to contribute to the projects</p> <p>(Åse) people feel accepting or even proud, enables welcoming in further changes gradually</p> <p>(Magnus) most people in support of decisions and happy with the changes, only few exceptions</p> <p>(Samar) though there were complaints, still overwhelmingly supportive vote</p> <p>(Cluleys) people curious, but need to have something that can respond to, an offering of the “carrot”</p> <p>(Anders) some complaints, but certainly people seem happy</p>
Qualities of social networks	6	<p>(Kerstin) preexisting such as Pakistani group in Hilda, Seher may be able to connect, but difficult to tell how exclusive these are, also a football team (only played one year, but won division) led by one of the climate coaches Agim, “fritidsgruppen” elected by the residents (?) who conduct activities and some of them are climate coaches</p> <p>(Moa) these are widespread in Rosengård, and it is important to expand participation to a diversity of networks</p> <p>(Åse) can be interesting in terms of who wants to do what, ex. of seniors’ activities or private garden plots</p> <p>(Magnus) many different nationalities and age groups present, different approaches to what should be done and how</p> <p>(Cluleys) difficult to get people involved when have jobs and families, but people take an interest in what their children are doing</p> <p>(Anders) not that many people active in social networks, separate selves by ethnic background, but not group together as foreigners... make difficult to feel interconnected</p>
Presence of strong leaders	6	<p>(Moa) these are a must have, whether as climate coaches in neighborhoods or as children in schools</p> <p>(Åse) needs to be guided and supported... why Åse hired, formation of approach to participation perhaps improve outcomes</p> <p>(Samar) although not really their job to work with the resident side of Hållbara Hilda, Magnus and Dju as glue in community</p> <p>(Cluleys) good decisions and leadership, supportive when need help</p>

		(Anders) board has really been dedicated, driven group that has carried this project
Support from regional leadership	5	(Thorbjörn) very strong support, and plenty of attention in media (Moa) there are multiple municipality-initiated projects that are dynamic, promising, and adaptive... also very advanced consultation process (Magnus) run into some complications with municipality in terms of waste disposal/biogas... application for exception? (Cluleys) gardening can be a great way to connect with people, but resistance from HSB to open up space in courtyards for this
Experience with in-group–out-group communication	4	(Moa) participation is just as important in management the projects as it is within the projects' target groups (Åse) different forms of reaching out to people (garden meetings, activities, surveys), but not force anyone who doesn't want to be involved (Magnus) there is the "in" group of who attends to information given and responds, and "out" who do not read or vote... sometimes result of not understanding rights (Anders) need to limit acceptance of input from out-group for the sake of time and doing a good job
Legacy of trust or distrust	4	(Kerstin) Think this is quite high, especially for the board since have tried to make decisions and information available (föränkra, anchoring of sorts, make sure ones affected by decision are aware and somehow included, input, and adjust), but natural elements of distrusting people... part of reason for not putting up suggestion box, history of some aggressive. (Thorbjörn) Generally strong trust of board, likely because of democratic set-up (Åse) importance of being clear on what doing, integrating input from residents (Samar) part of having trust is being able to give the information people ask for
Other ongoing projects	4	(Thorbjörn) involvement of funding areas has influenced the project overall, and more aims at social connectivity because of this (Moa) complications of tying together multiple good projects around Rosengård into community connectivity (Anders) take on too much all at the same time, should have split up and prioritized
Competence of participants	3	(Kerstin) CLICC working exactly on this (Samar) working with interested and competent people that have different focus areas, but could use more education on overall projects for climate coaches (Cluleys) difficult to know where to begin, need some

		formal organization around reaching out to residents, getting to fill in carbon footprint tool, informing them
Consensus on representation	3	(Magnus) essentially a democracy with all of the procedures and opportunities surrounding elections and voting (Samar) good attendance and voting on projects, though perhaps some issues with the details (Cluleys) feel good about board members, people who want the best for community, meetings accessible and accept voices
Physical resources (meeting space)	3	(Kerstin) meet with climate coaches at Hilda, lack of meeting space, but have an office ~20 (Åse) how and where meet has big impact on who and how many show, and what is discussed (Magnus) issue of lacking formal/accessible space for communication between project leader and residents... end up going to Hilda office instead
Community autonomy	2	(Thorbjörn) decision-making is independent from higher organization (unlike MKB), while also receiving some stipulations from EU and Hållbara Städer Consensus on representation – note how many nationalities and religions live here and all have different ideas on how things have been... many from Pakistan, Denmark, Yugoslavia; but there is an entrenched structure (Åse) unity of neighborhood under MKB facilities lower-expensed decision making and lends freedom to expression of vision, as well as response to residents' desires
Diversity of community groups	1	(Moa) this profoundly affects the participation process... difficult to reach consensus, not everyone is always happy
Economic dependence of community	1	(Samar) consider increase in rent as consequence of an investment, and need that investment to pay off
Existing state of polarization	1	(Samar) socializing in Hilda perhaps a bit segregated, though some changes since start of fritidsgruppen and climate coaching
Legal constraints	1	(Magnus) there are legal processes to follow for objecting to decision upheld in the democratic system, and this is based on whether or not the decisions are bad for the majority of the community
Density of formed community groups	0	
Litigiousness of climate	0	