

# GOTHENBURG 2021

Opportunities on the way to  
Gothenburg's 400th anniversary.

Proposed work plan.

STORA HAMN CANAL

SPACE FOR YOUTHFUL INFLUENCE

BLUEWAYS AND GREENWAYS

FUTURE SOCIETY LAB

SMART TRAFFIC

SWIMMING IN THE MIDDLE OF TOWN

THE GOTHIA CUP OF MUSIC AND KNOWLEDGE

THE BEST CITY IN THE WORLD WHEN IT'S RAINING

MORE THAN JUST A BRIDGE

HOUSING 2021

INNOVATION-FRIENDLY OASES



GOTHENBURG 2021

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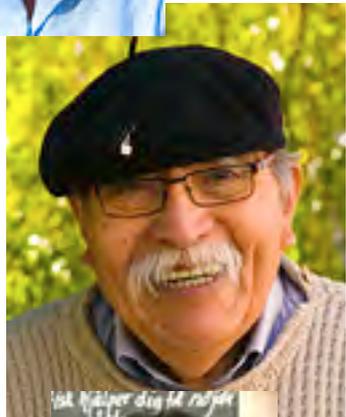
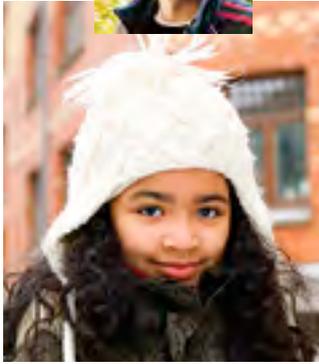
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**[goteborg2021.com](http://goteborg2021.com)**

*A huge number of people have been involved in the work, and we're very grateful for their help. Since these proposals are based on the sum of all contributions, we will not name individual sources. Our strength is our combined will. If you find any errors in the text, they are ours, not the contributors'. Sincerely, the Gothenburg & Co project management.*





# GOTHENBURG 2021 - MORE THAN JUST A CENTENARY CELEBRATION.

The task of describing how we should celebrate Gothenburg's 400th anniversary in order to make an international impression for the future led us to think outside the box. This has served as a source of inspiration and triggered new collaborations. The process has brought together many good forces, highlighting all sorts of possible future paths for the city and the region. This proposed work plan presents the common trend of the discussions. We hope it will inspire continued involvement all the way until 2021.

The centenary year is something that affects all of us, and our goal has been to allow everyone to participate. For more than a year we have been collecting knowledge from near and far, hearing people's ideas, working in perspective groups, listening to visionary projects and plans, meeting and talking with thousands of people in an open dialogue.

Nearly 100 years ago, a huge initiative for the city's third centenary made a great international impression. The Liseberg amusement park, the Gothenburg Museum of Art and the Botanical Garden are a few examples of things that were created then which are now irreplaceable parts of our city.

The needs are different now as the fourth centenary rolls around. The city faces different

challenges. That's why this centenary is about implementing other types of values – an insight that is backed by the studies our work is based on and by the groups that have participated.

We want to create meetings between people for greater understanding and new perspectives. We want Gothenburg to continue to be a city open to the world, where every individual feels involved and welcome.

We want the city to continue to grow, to expand its labour region and to be a role model for sustainable growth. And we want to get closer to our greatest asset – the water.

What steps we take along the way to 2021 are just as important as the year itself if we want this to be something more than a simple anniversary. This proposal is not something that will be over in a year – it is something that will give us energy up to and beyond 2021. Every year contains a lot to celebrate and talk about, both to ourselves and to the world.

I would like to offer my warmest thanks to everyone who has contributed their time, knowledge, heart and dedication. With great pride we now present this proposed work plan to the City Council of Gothenburg.

**Sabine Söndergaard**  
*CEO, Gothenburg & Co*



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# INTRODUCTION

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**This proposed work plan compiles our process so far and what we have arrived at. It also describes how important it is that the work continues so that we can make Gothenburg 2021 a reality. Our hope is that the work plan will inspire more ideas and new input on the way to 2021. This is only the beginning.**

## WHAT

This section shows what we want to jointly achieve with the centenary celebration. We describe what ideas we have arrived at using a vision, themes, symbolic projects and ideas for Gothenburg 2021.

### **Vision Gothenburg 2021**

We created the vision for Gothenburg 2021 by listening to all groups involved. All of them see the centenary as something to rally around, which can give inspiration, faith in the future and pride. Taken as a whole, the view of the future becomes a guiding light, something to unite us all, something to point the way.

### **Three themes**

From the rich array of ideas and thoughts we collected, we tried to distinguish specific focuses and clusters. Certain terms and keywords recur frequently in the collective proposals of the groups. Based on these, we formulated three themes. Not only do these themes represent the conceptual work, they also point to the vision. They are concrete, easy to understand and relevant to the overall picture of Gothenburg; at the same time, they can be interpreted figuratively and thus trigger the imagination. They also invite the public to stay involved.

### **Symbolic projects**

To make our three themes more concrete, we highlight a handful of projects from all the ideas we received, which are excellent examples in many ways. They harmonise with the basic concepts of the working model: international impression and sustainability. The projects are inclusive; everyone is welcome to participate, no one is excluded.

### **Ideas that enhance**

The symbolic projects are accompanied by ideas that enhance each theme. Ten examples are given for each area.

## WHEN

All the presented projects are followed by a description that states when they can begin. Some of them can start immediately, while others will not be possible until a certain year. For many, we recommend a preliminary study before work can begin.

The recommendations also contain a timeline showing several centenary projects for the years 2012–2021 along with other initiatives that are already in progress or planned.

## HOW

Many ideas and proposals are about attitudes and implementation rather than concrete activities. This section describes how all this can be achieved and what steps to take next.

## HOW WE HAVE WORKED.

As far as we know our working model is unique. After an extensive trends analysis, we chose an open process in which everyone who wants to contribute has a place. Thousands of people from a wide range of fields have participated. Social, ecological and economic sustainability were common themes throughout the planning. We asked one primary question: How can our 400th anniversary make an international impression for the future?

## REPORTS

The complete reports of the seven perspective groups are found here.

## READ MORE.

We have also produced a separate book containing all the ideas from the general public that have been provided in the dialogue portal. It's all collected at [goteborg2021.com](http://goteborg2021.com). You can also continue the dialogue about Gothenburg 2021 at the site.



Our hope is that the work plan will inspire more ideas and new input on the way to 2021.



Ideas, concepts and proposals from the city's administrations and companies, seven perspective groups, ongoing vision projects and the general public.





Catalysed by the city's approaching  
400th anniversary, we join forces on a  
common vision for the future.



# VISION GOTHENBURG 2021.

*By 2021 Gothenburg will be internationally known as a courageous pioneer in the field of sustainable growth. We are an innovative, open, inclusive city where all residents feel important and involved.*

**Catalysed by the city's approaching 400th anniversary, we join forces on a common vision for the future.**

As a port city, Gothenburg has evolved through influences, ideas and knowledge from the whole world. We have always been home to people and businesses that don't copy what others have done, but forge their own path. We make the most of what we have and the elements of our history and identity that make us unique. Faced with keen competition from other cities and locations for new business establishments, residents and visitors, we must dare to think differently, be unexpected and adventurous.

The society of today and tomorrow will need many ideas, many people – and a diverse mix of people – more than ever. Encounters are

what create new opportunities. Encounters between cultures. Between sciences. Between businesses. Encounters between people lead to greater understanding, development and quality of life. And to achieve this, we need smarter infrastructure, more meeting places and above all more reasons to meet with one another.

The concept of sustainability – economic, social and ecological – is crucial to our future. A sustainable society meets the needs of today while passing along a better world to future generations. Ultimately it's all about building a city where dreams are taken seriously, where all people who live and work there feel like they're a part of something – and attract even more people here. That's how we want to celebrate our city and make our impression in the world.





# BY THE WATER.

A natural choice as Gothenburg is a city defined by water, and water is the common denominator of many ideas. We want to get close to the city's water. Gothenburg has many water aspects: There's the accessibility and the contact with the sea, the archipelago, the harbour, the lakes, the river and the canals. Then there's the rain. It rains quite a bit in the city. But that's not a problem – it's an incredible resource.

# STORA HAMN CANAL.

**A vibrant canal greenway right through the centre of town, with space for people, experiences, boats and commerce. It's new and historic all at once.**

The north side of the Stora Hamn Canal is bubbling with life now that the traffic has been re-routed. We have created a pleasant space for everyday activity, against the backdrop of the picturesque buildings. We stroll, stop for coffee, shop and socialise. Boats and barges ply the canal as they always did. Right next door is Old Gothenburg, which features the city's oldest building – the old city hall (Kronhuset). The Swedish Ship Götheborg, which has strong ties to the East India Company House, has its home port at Stenpiren. Opening bridges reunite the canal with the river. A single, unifying harbour greenway, stretching from the Röda Sten Art Centre in the west via the Skeppsbron bridge, the Opera and Kanaltorget to Gullbergs Strandgata in the east, also connects to the canal.

The whole quay bubbles with life. People gather here to socialise, enjoy a meal or go on a cruise.



**START! A preliminary study is recommended in collaboration with the Gothenburg Culture Committee and Higab. (The study is already in progress and the first boat can be launched in 2013.)**

Stora Hamn  
Canal today.



# SWIMMING IN THE MIDDLE OF TOWN.

**Finally, we can swim in the river! The swimming jetty/pool at Skeppsbron bridge is a meeting place for people from all parts of the city, of all ages and all cultures.**

Open from early morning to late evening, it offers space for fun and games as well as a quiet swim – and of course it is open to everyone, with no entrance fee. Architecture and lighting make it a beautiful oasis in the heart of the city. A café, picnic areas and barbecue sites are located nearby, making this a popular place to spend the whole day. With several swimming jetties/pools along the river, in the harbour and even in a newly cleaned canal, we get as close to the water as we possibly can.



**START! A preliminary study for more swimming jetties/pools is recommended. The first swimming jetty/pool may be completed by 2014. A swimming jetty/pool is included in the plans for Skeppsbron for 2017.**



All along the river are swimming jetties/pools where you can take a dip on your way home.



# THE BEST CITY IN THE WORLD WHEN IT'S RAINING.

The Kunsthofpassage in Dresden features a facade of colourful tubes and funnels that create music when it rains.



**A rainy day in Gothenburg is something special. We make rain into an enhancer, a highly visible attraction in the city.**

We make the most of the rain through green roofs and works of art that are activated by rain. We reduce the unpleasantness of rain through covered bike share stands, umbrella-dispensing machines and glass roofs over some walkways. By 2021, “rain festival” will be a known concept. We put on our red rubber boots and make sure exciting things happen. Rain is a part of our culture and something we must increasingly accept due to climate change. “The best city in the world when it’s raining” is a unique concept that shows how we do things our own way.



**START! A preliminary study for long-term planning is recommended. Water art can begin in all districts in 2014.**





Umbrella-dispensing machines around town make rain a pleasure and allow outdoor encounters.



# NEW RIVER CITY.

**Welcome to River City 2021 – the green city on the water. The buildings are both near and on the water.**

Central city environments close to the river have made Gothenburg's new district a big hit, even attracting international researchers in sustainable city development. The streets can tolerate flooding and rain. The clever little student flats have won an award for best energy efficiency and are surrounded by garden plots. The two shores of the river are united by new pedestrian and cycling bridges. Gothenburg is growing, but distances are shrinking.



**START! The vision for the Central River City will be presented in May 2012.**



Clever, green homes with water right outside the door.

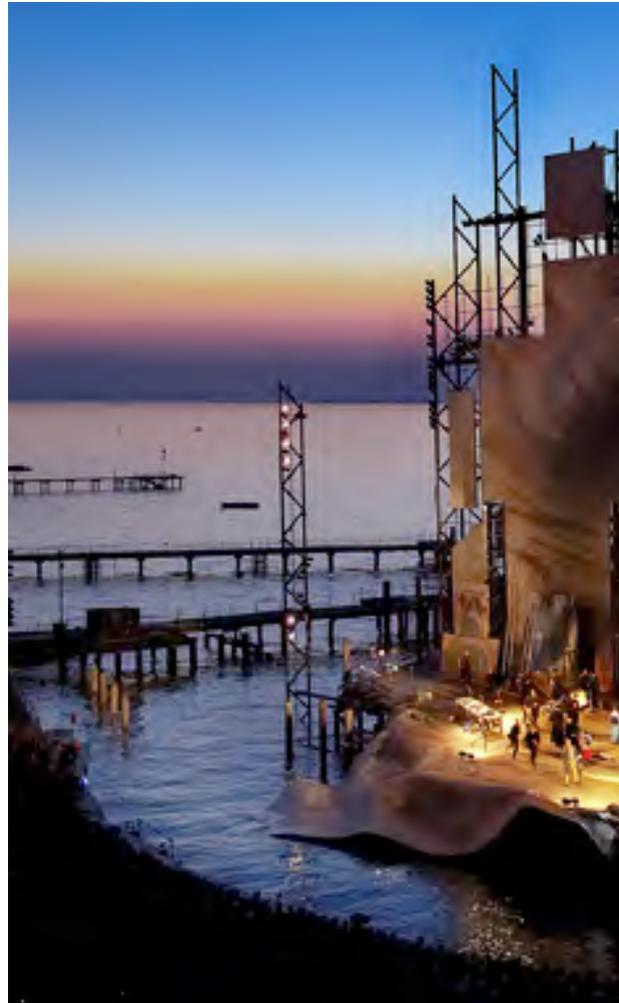


There's space for garden plots here – grow your own chives and beet-roots!

# THE BARGE.

**Down the river comes a barge packed with experiences. Its lights reflect on the surface of the water and strains of music float down the quay.**

The barge is a floating stage, which puts into port from west to northeast. If you can't come to the culture, the culture will come to you. This makes it available to many more people – and free to boot! The new repertoire for the city's cultural institutions is now launched on the barge. All districts of Gothenburg are free to contribute to the programme, which renews the range of culture available throughout the city – creative literature, art, theatre and music. In canals and narrow passages, the Barge is replaced by a dinghy.



**START! A preliminary study is recommended.**



A floating stage offers a whole new take on live entertainment, allowing everyone to help plan the programme.

## 10 ideas to enhance the By the Water Theme:

### MORE CANALS AS WATER ROUTES!

An important part of public transport now uses the city's canals. The water is used actively: rowing boats, canoes, speedy pedalos and gondolas are available for hire. When the water is frozen, people can rent ice skates. All along the water, temporary installations, shops and cafés are opening. Each year the river plays host to a boat parade, Hisingen Runt.

» **START! Can start now.**

### ACCESSIBLE ARCHIPELAGO.

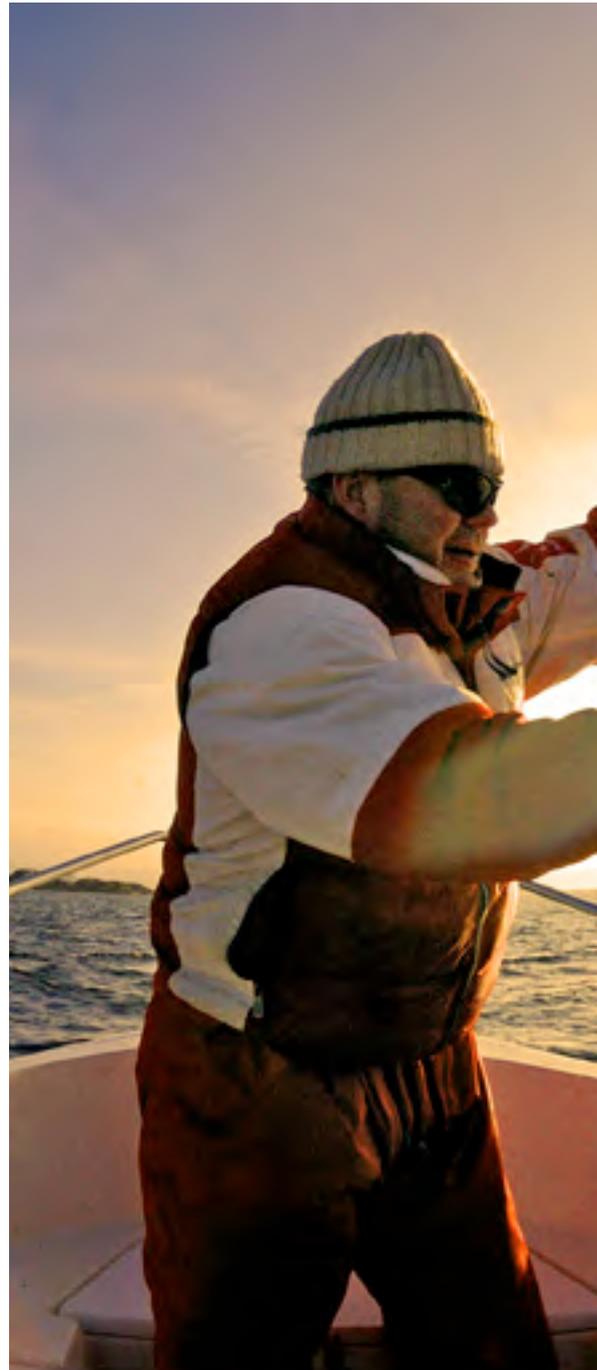
It's easy to get out to sea and the archipelago. Archipelago boats depart frequently from Lilla Bommen and Skeppsbron. Passenger boats travel regularly between the islands in the northern and southern archipelago. All this accessibility creates opportunities and growth in tourism and other industries.

» **START! Can start now.**

### FLOATING QUARTER.

The water is a part of the city's lands. A residential quarter is being built on the water by the southern riverside, Södra Älvstranden, with floating gardens, homes, restaurants and theatrical stages. At the shoreline and under the water, a unique, social, informal meeting place awaits.

» **START! A preliminary study is recommended as a part of Housing 2021 and the "New River City".**





## WATER AS A SUSTAINABLE RESOURCE.

The maritime sector is constantly developing. Intense research is under way in water supply, climate change, water quality and rainwater. The Fiskhamnen harbour has areas for fish farming. Bioenergy is extracted through the cultivation of algae, and the power of waves and currents is utilised. Gothenburg is an international hub for new solutions and innovations in this area of advance.

» **START! A preliminary study is recommended. Realisation in 2019.**

## WATER ART.

Spectacular sound and light shows highlight art on the water. Works by exciting artists with international status are placed in the river and the archipelago. Buildings change colour when it rains. Fountains, water art and water installations adorn all districts.

» **START! Water Art can begin in all parts of the city in 2014.**

## TALES OF THE SEA.

Monuments and attractions related to the water help to tell the tales of the sea. Poseidon, Sjömanstornet (the Mariner's Tower), the Swedish Ship Götheborg, the Gothenburg Maritime Adventure Centre, boat builders in Masthugget, lighthouses, fishing villages, the archipelago – everything has a living history. Signs and digital solutions enhance our knowledge of the city on the water.

» **START! The Gothenburg Maritime Adventure Centre could become a showcase by 2014.**

## CANOEING AND ECOTOURISM IN VÄTTLEFJÄLL.

Vättlefjäll is Gothenburg's centre of ecotourism. You can roam the wilderness in summer or winter, at walking distance from Angered and easily accessed by public transport. Roam along marked trails, canoe in the lake system and spend the night in a wind shelter or tent.

» **START! Possible new launch in 2017.**

## INDUSTRIAL AND SHIPYARD HISTORY CENTRE.

The Volvo Museum on Polstjärnegatan has been united with an Industrial and Shipyard History Centre as a part of the cultural route along the northern riverside, Norra Älvstranden. Nearby lies the Lindholmen Science Park, a research hub that includes training of maritime staff and research in transports and safety. Together, these institutions form a strong knowledge cluster linking our industrial and shipyard history to the future.

» **START! An investigation has been proposed by the Gothenburg Culture Committee.**

## FRUITS OF THE SEA.

Seafood lovers are drawn to Gothenburg the Culinary City. All along the harbour greenway are small shops selling locally caught fish and organic produce from the sea. The fishing harbour, Fiskhamnen, has been transformed into an attraction. Celebrity chefs and researchers convey their expertise and serve up gastronomic sensations at the annual international seafood festival.

» **START! A preliminary study for a seafood festival is being conducted by several players.**

## RESTAURANT ON THE ERIKSBERG SHIPYARD'S GANTRY CRANE.

The gantry crane at the Eriksberg shipyard is a restaurant experience that's above and beyond. This landmark right in the mouth of the harbour has been extended upwards and outwards with a beautifully lit additional building, which houses a seafood restaurant that has earned a star in the Michelin Guide. The ride up in the panoramic lift gives you a breathtaking view of the harbour.

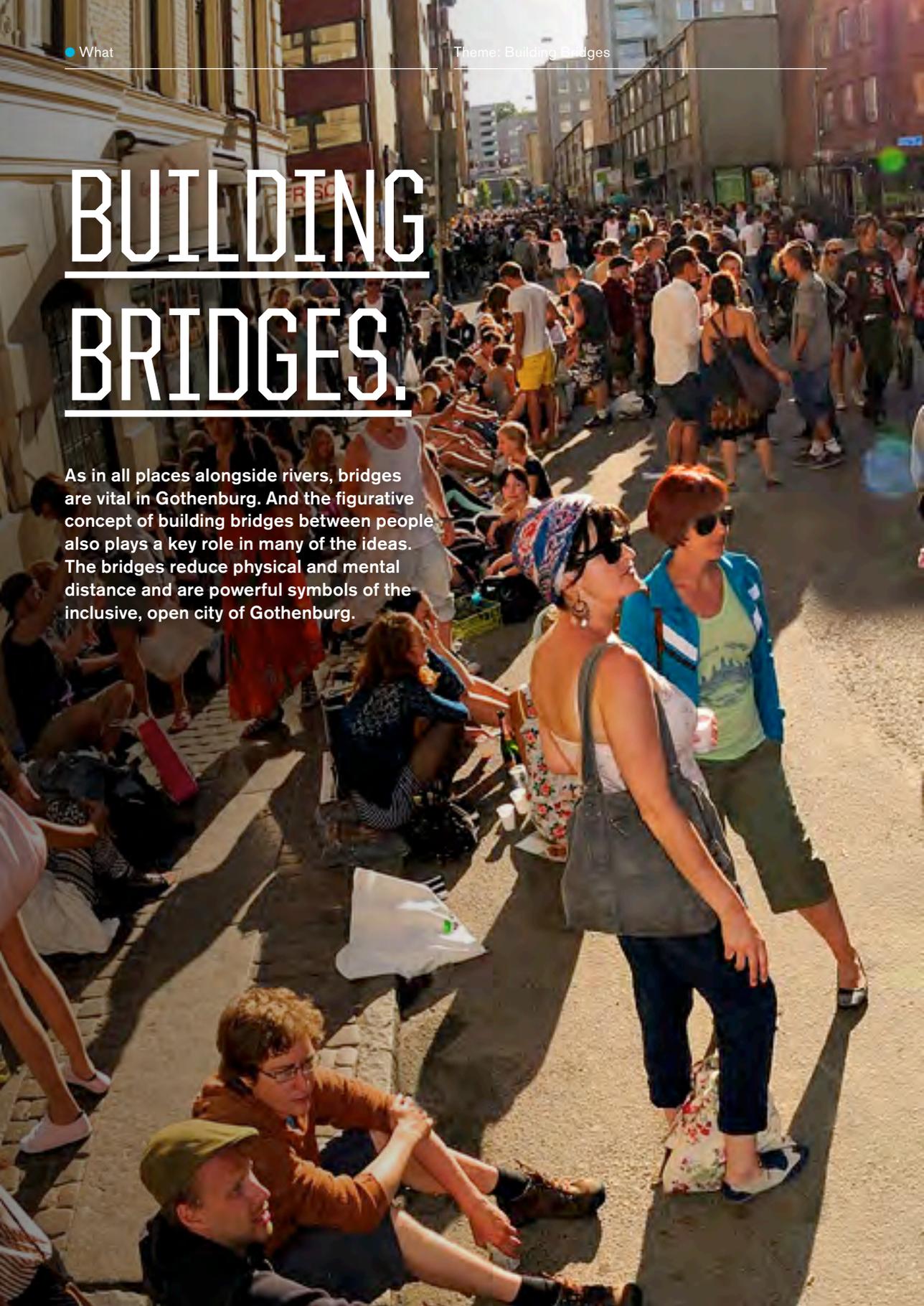
» **START! Dream project for restaurant developers and financiers.**

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A series of 18 horizontal dashed lines for writing.

# BUILDING BRIDGES.

As in all places alongside rivers, bridges are vital in Gothenburg. And the figurative concept of building bridges between people also plays a key role in many of the ideas. The bridges reduce physical and mental distance and are powerful symbols of the inclusive, open city of Gothenburg.





# MORE THAN JUST A BRIDGE!



**Bridges link the city together, reduce distances across the river and create a space for people and experiences. Bridges are the city's new meeting places.**

The new Götaälv Bridge is the most exciting, most human city bridge in Europe, designed by the winners of an international architecture contest. The grand opening of the bridge will be at the start of the centenary year 2021.

The old Götaälv Bridge has been transformed into the Green Cultural Bridge. Trees now grow where traffic once reigned; the open spaces are now used for greenery, culture and meetings.

Several pedestrian and cycling bridges make it easy to cross the river. One of them goes from the Göteborg Opera (Göteborgsoperan) via Frihamnen over to Hisingen.



**START! A preliminary study is recommended for the planning of the new Götaälv Bridge, the Green Cultural Bridge and a pedestrian and cycling bridge.**

In New York, the abandoned High Line railway has been transformed into a green park. It's a popular place to stroll, with a picturesque view of the city.



# BLUEWAYS AND GREENWAYS.

**The blueways and greenways link the city together and fill the connecting spaces with life. All along the roads we are enriched with culture, knowledge and commerce.**

It's easy to get from Bergsjön to the sea along the south bank of the river. Green corridors will take us from Mölndal to Hisingen, through the Botanical Garden, which is now merged with the Slottsskogen city park. We increasingly choose to travel by bike or on foot. Together we fill the connecting spaces – with growing things, jetties and parks. There will be new spaces for meetings, fun and games and rest. The blueways and greenways entice us to discover other parts of the city. They make us get out more, breathe fresher air and simply feel better.



**START! A preliminary study is recommended for assessment and planning for completion in 2017. Can start now by connecting the Botanical Garden and Slottsskogen.**



The blueways allow for walking and cycling along the water. When your legs get tired, there are plenty of places to stop and rest.



# THE GOTHIA CUP OF MUSIC AND KNOWLEDGE.

**Gothenburg is a world leader in events for young people. The city has developed great expertise by arranging the world's largest youth tournaments, football's Gothia Cup and handball's Partille Cup. And those skills can be transferred to other areas.**

Young people from all around the world are invited to events and meetings in the fields of knowledge, music and culture. By including young people in the planning stage, we enhance our unique position. A global knowledge festival is the first project. Gothenburg will be hosting an international conference on the UN Convention on the Rights of the Child in 2021.



**START! A preliminary study is recommended for the start of a pilot project in 2015.**



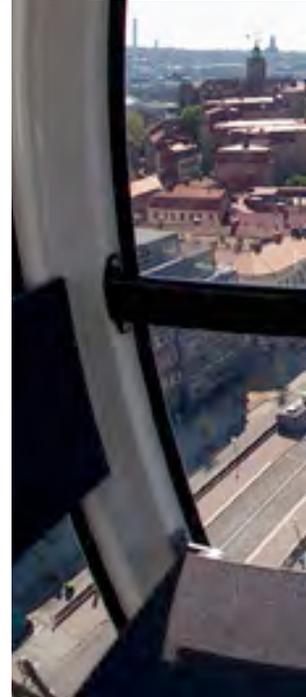
Young people from the whole world get together in knowledge and music festivals. Events that place Gothenburg on the map.

# SMART TRAFFIC.

**Sustainable, cohesive solutions link the city together. More and more people choose to use public transport.**

Public transport is extensive, convenient and welcoming. Clear signs provide information in a variety of languages, and physical disabilities are no obstacle for passengers. New, inviting solutions, like the gondola lift across the river and the cable car between Angered and Bergsjön, make public transport fun. And it's free, or cheap enough for everyone.

All this makes private cars increasingly unnecessary. Now you can walk directly from the car pool car to the share bike, then switch to the electric bus that takes you to the archipelago boat, all in an interconnected system. You can also take a train to Landvetter airport and further east. Soon it will be just as convenient to travel to Copenhagen and Oslo as it is to Stockholm, thanks to the new high-speed trains. The central station is a regional hub and the Jubileumstornet (Centenary Tower), to be inaugurated in 2021, is a landmark by the verdant Drottningtorget Square. In 2021, researchers, practitioners and city planners will flock to Gothenburg to see how our unique collaboration between business, academia and the public sector managed to create clever, sustainable traffic solutions. We translate research into practice.



**START! A preliminary study is recommended for the development of inviting public transport that is people's natural choice. We recommend an assessment of socioeconomic consequences of making public transport free. Develop the existing testing and demonstration projects being carried out at the Lindholmen Science Park and use ongoing infrastructure projects for collaboration.**

The train takes you conveniently from Gothenburg to Landvetter Airport City. Soon the region will expand with the new high-speed trains to Oslo and Copenhagen.



# KNOWLEDGE GOTHENBURG.

**An extensive project to bring together new research about Gothenburg, primarily from younger researchers.**

Knowledge Gothenburg is a volume of knowledge that will be spread both digitally and orally and will lead to a new focus on “city studies” in the public schools. Gothenburg’s history, contemporary situation and future will be taught and discussed – both in the individual schools and through exchanges with other districts.



**START! A preliminary study is in progress in a collaboration between foundations, the University of Gothenburg, Chalmers University of Technology and others.**



Public schools teach about the past, present and future of Gothenburg. Visits and exchanges between districts create new encounters and new contacts.



# 10 ideas to enhance the Building Bridges Theme:

## WORLD CONVENTIONS AND EVENTS.

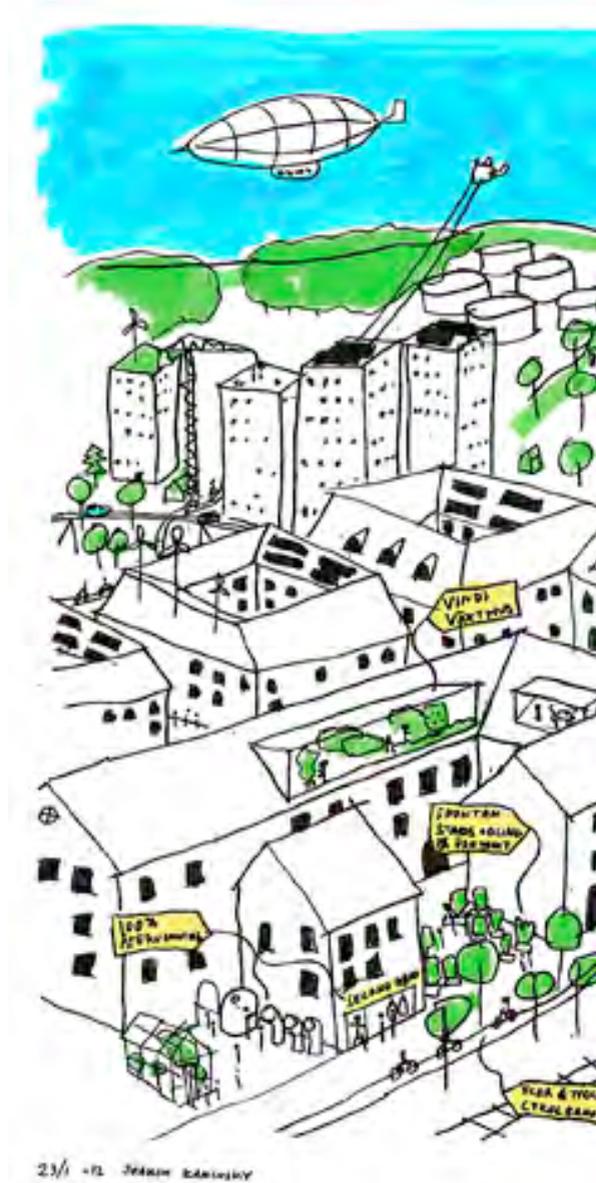
The World Athletics Championships will be held in Gothenburg in 2021. This will further enhance the city's expertise in meetings and events, which has been expanding ever since the 300th anniversary celebration. The world championships will be more than a sporting event, because half the city will be the arena. These will be the most sustainable world championships ever. International conventions are regularly occurring events that put Gothenburg on the map in areas of advance such as biomedicine, sustainable transports, the maritime sector, sustainable city development and green chemistry. The 2018 Volvo Ocean Race has once again put the port city of Gothenburg on the world map.

» **START!** Preliminary studies by several players are already in progress for biomedicine (go:LIFE), the Volvo Ocean Race and the World Athletics Championships.

## MORE THAN JUST AN ARENA.

Gothenburg's new arena leaves a positive footprint by contributing to environmental health. Through the use of green design and technology, it produces more energy than it uses. This enhances the city's position as a provider of sustainable events. And it's an eye-catcher! The architecture is both aesthetic and experimental. The arena's museum, with its multi-media exhibition showing the history of sports and events in the city, creates unique content. It will be more than just an arena.

» **START!** Analyses for the construction of the arena are in progress.





## FROM INSTITUTION TO MEETING PLACE.

The city's museums have been converted into inviting meeting places. The ecological museum café at the Götaplatsen cultural centre is surrounded by fragrant spice gardens. The art museum features the great masters. The Hasselblad Photography Museum, located in the former Art Museum, focuses on international photographic artists. The new art museum in the old artillery sheds on Magasinsgatan will be filled with contemporary art. The cultural routes will connect places and buildings. The House of Culture on Backaplan will be inaugurated in 2021. Pop-up exhibitions will tour all districts.



**START! The Gothenburg Culture Committee has already begun a preliminary study; the project is expected to be completed in 2021.**

## GOTHENBURG SPEAKS.

We tell our stories on a digital centenary portal – 400 years of experience with cultural diversity reflects influences from all around the world. There isn't just one history, there are many. Rooted in the past, our stories convey the ideas of the era and reflect bright dreams of the future. Stories about inventors and innovators will also be brought to life. History will be reflected throughout the city on signs, memorials and more. We learn about each other and the city. Stories generate understanding, pride and faith in the future. We keep history alive while at the same time re-creating it.



**START! Can start now as a part of the proposed Centenary Portal.**

## GOTHENBURG AMBASSADORS.

Interpersonal meetings are what Gothenburg is all about. We take care of new arrivals – tourists, students, new employees and new residents alike. Special information for newcomers to our fair city is easily available. Gothenburg has a welcoming, easily understandable signage system. In every part of the city you encounter Gothenburg Ambassadors, in a range of ages and skilled in many languages. In the long run they will be developed into guides for children and elderly people, to offer them meaningful leisure activities. The Ambassadors are powerful resources for the city's development.



**START! A preliminary study is recommended for the city's signage system. A preliminary study is recommended for long-term development and recruitment of Gothenburg Ambassadors.**

## CABLE CARS.

A cable car takes us across the river, connecting Ramberget Hill on Hisingen with the mainland. Another cable car connects the Bergsjön and Angered districts. The cable cars are connected with the public transport system, are convenient and make everyday travel an experience.

» **START! A preliminary study is recommended as a part of Smart Traffic.**

## MORE ENJOYABLE PUBLIC TRANSPORT.

It doesn't take much to turn a simple trip into an experience. Music plays on buses and trams in areas where a performer has been inspired by the environment or a composer has lived or worked. School classes decorate carriages, creating rolling works of art. Stories in some way related to a certain route can be uploaded digitally to create living guided tours, to teach people more about the fair city of Gothenburg.

» **START! Can start now.**

## THE STORY OF GREEN GOTHENBURG.

The Story of Green Gothenburg teaches about key steps taken in the environmental field, and inspires new ones. A list of green ideas will be collected in a web portal and distributed throughout the city by a number of sources. The Story of Green Gothenburg is communicated orally and visually. It creates awareness and can contribute to change. The Gothenburg Award for Sustainable Development is a concrete tool, supported by a local award.

» **START! Let the Gothenburg Award for Sustainable Development become a tool in 2013. Spread the Story of Green Gothenburg through channels such as the West Sweden Chamber of Commerce and the Environmental Protection Committee.**

## CELEBRATING EVERY CULTURE'S FESTIVALS.

Every culture's festivals are celebrated each year at the Götaplatsen cultural centre. The city follows a multicultural calendar. Year round we have the opportunity to experience new festivals, such as the Persian Festival of Fire, the Thai Praying for Rain Festival and the UN's World Water Day. This creates a living awareness of many cultures and traditions.

» **START! Can start now.**

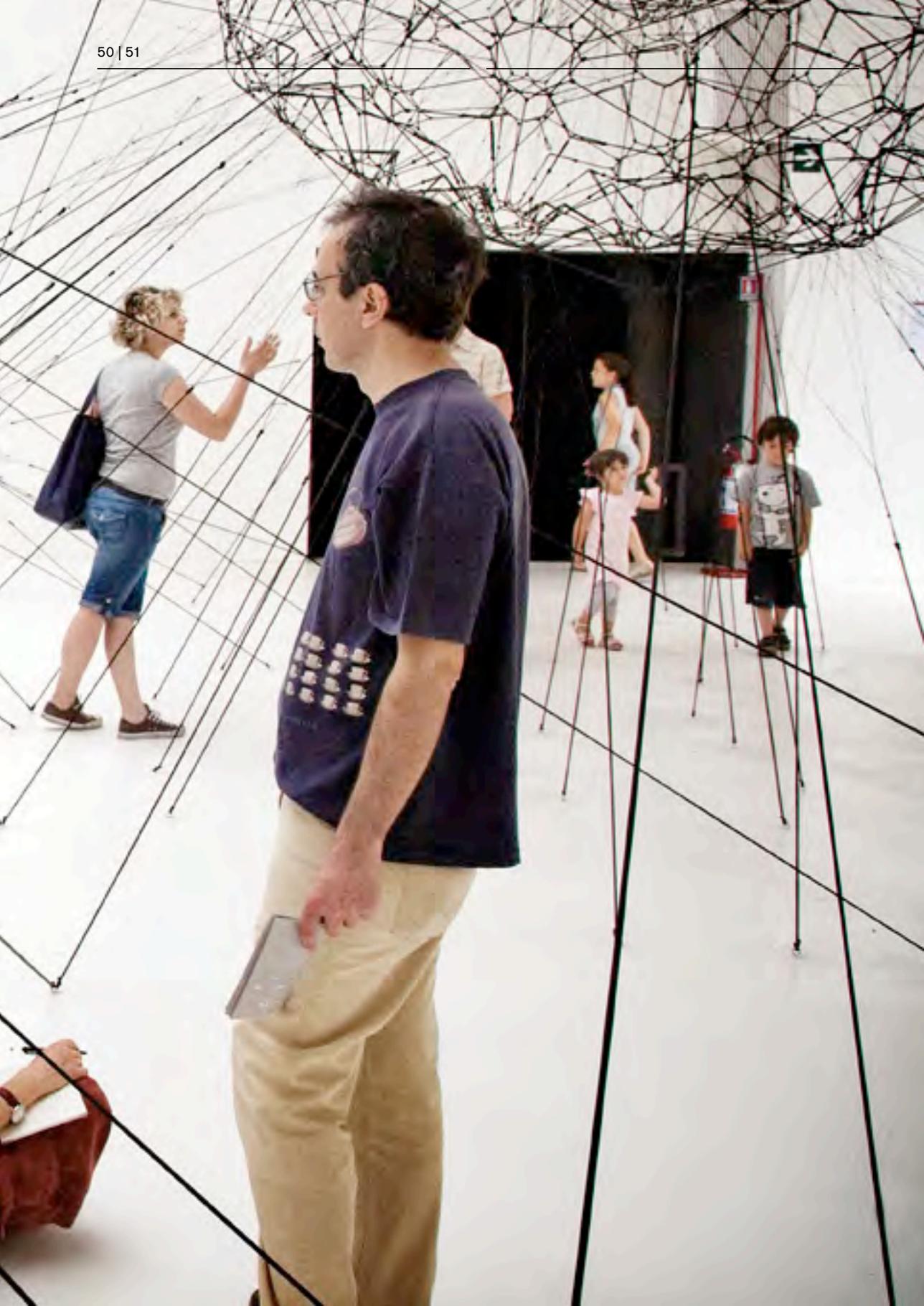
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# OPEN SPACES.

Many proposals are about an open, liberal atmosphere featuring creative meeting places where we develop and test new ideas, right in the midst of the existing situation. Open Spaces allows new groups and new challenges to come to the fore. We start out small scale and then mushroom into full scale. Gothenburg is the adventurous testing arena – open to the world.





# FUTURE SOCIETY LAB.



**Gothenburg is an adventurous testing arena. Researchers and other players meet across disciplinary boundaries to take on the great challenges of modern society.**

We test solutions for boosting employment, improving schools and creating new forms of housing. Groups look specifically at social sustainability and green city development.

Gothenburg is the city where new scientific findings are linked directly to action. We dare to try new things. If they don't work out, we just try again. An appealing, creative climate attracts international guest researchers and young experts. Major investments are made in innovation and entrepreneurship. Collaborations between academia, business and local and international organisations are typical for the lab. The city's campuses and science parks serve as meeting places. Schools also host activities and meetings. The initiative takers are Chalmers University of Technology, the University of Gothenburg, the Chamber of Commerce, institutes and organisations.



**START! A preliminary study is recommended in collaboration with possible partners in order to find the right model and methods.**



The Kuggen building in Lindholmen is a space for innovation and entrepreneurship. A creative environment with new meeting places for students, teachers, researchers and business.



# SPACE FOR YOUTHFUL INFLUENCE.

**Young people really have a say in Gothenburg. By 2021, Gothenburg will be the world's first child and adolescent-certified city.**

Space for Youthful Influence (Rum för ungt inflytande, RUI) is a group of experts on young people and participation – half of them young people themselves – tasked with supporting activities that interest young people. RUI has a say in decisions regarding the city's development, particularly regarding issues such as schools, work and housing, in dialogue with the politicians in charge. There is also a digital arena connected to RUI, in which young people can share their ideas and opinions and read about the city's decisions, development plans, activities and events. RUI does not have a fixed set of issues it works with – new young people and new initiatives crop up regularly. A key step along the way was Gothenburg being named European Youth Capital.



**START! A preliminary study is recommended. Concrete offer of assignments for Central River City 2015. An application has been submitted to become the European Youth Capital in 2015.**



A digital arena where young people can share their ideas and opinions opens the door to new initiatives.

# HOUSING 2021.

**Housing 2021 is an international exhibition demonstrating various types of housing in Gothenburg. The entire city will be the exhibition centre.**

Gothenburg is taking the lead as a pioneer of sustainable city development. Migration to Gothenburg is on the rise, because it's easier to find housing here. One reason for this is starter housing for young people, students, immigrants and young families. Another is that the renewal of outlying residential areas has created more attractive locations. An energy shift and social development have occurred, modelled on Gårdsten. Research in collaboration with various actors has resulted in new solutions.

The "Million Programme" of the sixties and seventies has become an environmental programme in areas such as BackaBrunnsbo, Hammarkullen, Bergsjön and Angered.

Whole new residential areas have grown up in Central River City, including floating homes on the river itself. The exhibition also presents various types of ownership and financing. Housing 2021 showcases living environments in a green, inclusive, dynamic city.



More and more people are moving to Gothenburg, where completely new types of housing are being created in a green, welcoming city.



**START! A preliminary study is recommended in collaboration with Bergsjön 2021, Chalmers University of Technology, Central River City, the Delegation for Sustainable Cities, EU projects, the University of Gothenburg, Mistra Urban Futures, Utveckling Nordost and Vision Angered.**

In Gårdsten, ten residential buildings have been remodelled with a heavy focus on energy saving, ecology and renewable energy. The roofs are fitted with solar panels that heat the tap water for all the flats in the district. Tenants have participated actively and influenced the entire remodelling process.



# INNOVATION- FRIENDLY OASES.



**An innovation-friendly testing arena allows for a creative climate. Free from strict detailed plans and complicated regulations, we open the door to free creativity.**

The concept developed out of previous successful attempts in the Bellevue area. Now three new areas – Ringön, Hammarkullen and Gullbergsvass – have established small, creative free zones. Facilities are available for rent at reasonable prices. They can be used as work rooms, studios and open spaces for public viewing. Creators work side-by-side with existing businesses, and subcultures are highly valued! The oases develop organically; no two are the same.



**START! A preliminary study is recommended for long-term planning. First project in Ringön possible in 2013.**



Creators work side by side in welcoming free zones around the city.



# CENTENARY PARK IN FRIHAMNEN.

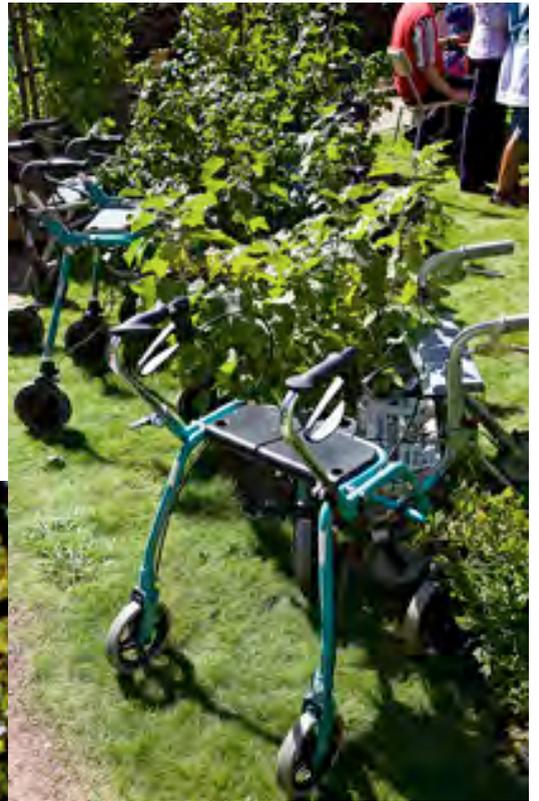
**On the 400th anniversary of the founding of Gothenburg, 4 June 2021, Centenary Park will be inaugurated in Frihamnen.**

It's one of many new green public spaces, characterised by biodiversity and closeness to the water. The greenery improves the local climate. The park will evolve continuously, creating a lasting impression for the future. Centenary Park is being created in an open dialogue with Space for Youthful Influence and Central River City.



**START!** Part of the plans for Central River City.

A new, green meeting place where people can meet and socialise right in the heart of the city. A place for all ages!



## 10 ideas to enhance the Open Spaces Theme:

### “FREE SPEECH” SQUARE.

Gustaf Adolfs torg has been named “free speech” square. It is a living meeting place and a forum for key social issues. One day a week, a hot topic will be discussed with the general public, scientists and politicians. Everyone is welcome to participate. A “speaker’s corner” inspired by Hyde Park in London will be available for anyone at any time to speak their mind.

» **START! Can start now. Linked to the city’s plans to make the square more vibrant.**

### BAZAAR

We have long known that commerce, multiculturalism and education create growth. Our bazaars have made this even clearer. Many people come here to buy products that were hard to find in the past. The bazaars are natural meeting places in everyday life, and also attract tourists. For those of us with immigrant roots, an awareness of our culture, language and products has proven to be a competitive advantage. Low rents, fewer complications and training projects boost entrepreneurship and create more jobs. Meeting places also offer intercultural encounters in gastronomy, specialist knowledge and crafts.

» **START! A preliminary study is recommended. First bazaar in 2016.**

### THE WEST LINK AS AN ARENA.

The city’s major infrastructure projects will require a fair amount of digging, blasting and building. Gothenburg will use the temporary obstacles this creates as a resource, offering spaces to artists and schools for creative projects. The wooden fence around a construction site has been turned into a mural. Installations come and go. New opportunities for experimentation and creation are constantly cropping up.

» **START! Add to the planning for the West Link.**



## DEMOCRACY CENTRE.

2021 is also an anniversary year for democracy. On 12 September 2021, it will be exactly 100 years since we in Sweden got the right to vote. We're celebrating this by inaugurating a new centre for research, education, innovation and communication about democracy and public opinion. This has long been an area of advance for the University of Gothenburg. The Democracy Centre attracts guest researchers from around the world.



**START! A preliminary study is recommended to determine models and methods.**  
**To open no later than 2021.**

## GOTHENBURG'S GREEN OASES.

Cultivation and local greenhouses are found in many places in the city. A liberal attitude – the urban right to roam – has led more people to get involved. Schoolyards, residential areas, vacant demolition sites and the bridges across the river are all greener now. There's even greenery on the rooftops. Ecological acupuncture has changed the urban landscape, reducing carbon dioxide levels and firmly establishing Gothenburg as a green city.



**START! A preliminary study is recommended.**

## A TREE A DAY.

We started planting a tree a day in 2013, as a sort of countdown to the centenary year. Each tree has its own sponsor. The result is a whole forest, almost 3,285 new trees, spread out across the city. The tree of the day is presented each day in the local media, along with its sponsor, and the project has been in the international spotlight around the world.



**START! Can start now.**

## ONE TONNE LIFE – CLIMATE-SMART HOUSES!

You can make your daily life climate smart in a One Tonne Life house – as two test families learned in 2011. The houses are now being built in several locations in Gothenburg, as will be shown in the giant homes exhibition Housing 2021. The houses give direct feedback on our behaviour and help us to reduce carbon dioxide emissions so that we can get closer to the target level of one tonne per person per year.



**START! Can start now. Linked to the preliminary study for the homes exhibition Housing 2021.**

## NÄCKROSEN CAMPUS.

Academia, culture and city meet in an arts and humanities centre at the University of Gothenburg. The area from Korsvägen to the Götaplatsen cultural centre is an inviting greenway that continues along the city's main boulevard, Avenyn, down to the water. All along it is space for knowledge, culture, creativity and encounters. Inspiration and exchanges with other cities of knowledge, such as Austin, Melbourne, Cambridge and Barcelona, will occur continuously.



**START! Already being investigated by the University of Gothenburg.**

## ENTREPRENEURS CENTRE.

Gothenburg has a place for the ideas of the future. It's a place where you can view projects from all the many innovation environments in the city. You can also see virtually what's happening in various science parks. It's a creative space, to say the least. Research results and products will be highlighted and discussed. The centre will also be connected to the school system, where entrepreneurship and innovation are encouraged and dialogue is maintained through early contact from pre-school on.



**START! A preliminary study is recommended to determine models and methods. To open no later than 2019.**

## GOTHENBURG EXTENSION.

An international award in art, design and architecture gains the public eye and puts Gothenburg on the world map. The ceremony takes place beside a functional sculpture, which will be extended each year prior to the award ceremony. This creates a unique, sustainable, renewable meeting place in the heart of the city.



**START! A preliminary study is being conducted by several players.**

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# UMBRELLA PROJECT: CENTENARY EXHIBITION, GOTHENBURG 2021.

**Gothenburg is turning 400, and the Centenary Exhibition Gothenburg 2021 welcomes the whole world to all of Gothenburg, all year long. The exhibition showcases what can happen when the city decides to put all of its efforts towards a common goal.**

Centenary Exhibition Gothenburg 2021 opens in 2021 with the inauguration of:

- The homes exhibition Housing 2021 with the New River City
- 100 years of Democracy: the Democracy Centre is inaugurated
- The Green Cultural Bridge
- The new Götaälv Bridge
- Centenary Park in Frihamnen, opening on 4 June 2021, the birthday of the City of Gothenburg.
- The House of Culture on Backaplan
- Cable car over the river
- New arena – more than just an arena
- Tree planting and green spaces
- Water art and water installations
- World Athletics Championships and world championship village in Heden
- World conference on the UN International Convention on the Rights of the Child



**START! A preliminary study is recommended in connection with the formation of the programme committee for the centenary.**







This section shows several of the possible anniversary projects in a timeline with ongoing and planned activities.

# STARTING NOW!

**The road to 2021 is just as important as the year itself. This section provides a timeline with examples of activities that could be pursued throughout the city each year. It provides a comprehensive picture of planned and ongoing projects as well as possible centenary projects.**

Each year up to 2021 has a theme. This creates something to bring people together, something we can show off and tell people about. The themes can serve as a kick-off for fields to be developed in the preparations for 2021 and beyond. Some projects will recur year after year and expand over time, for example tree planting and water art, to keep the process alive. This can enhance the plans and make Gothenburg 2021 more than just a centenary celebration.

The changes created by the infrastructure

projects can be used actively throughout the period. Temporary “obstacles” can be turned into something positive – temporary decorations and installations. This is an example of how the timeline can inspire collaboration between ongoing projects in the city and possible centenary projects.

The timeline is preliminary and a lot can happen on the way – changes will be made in time and place.

- Examples of planned projects
- Possible anniversary projects

2012

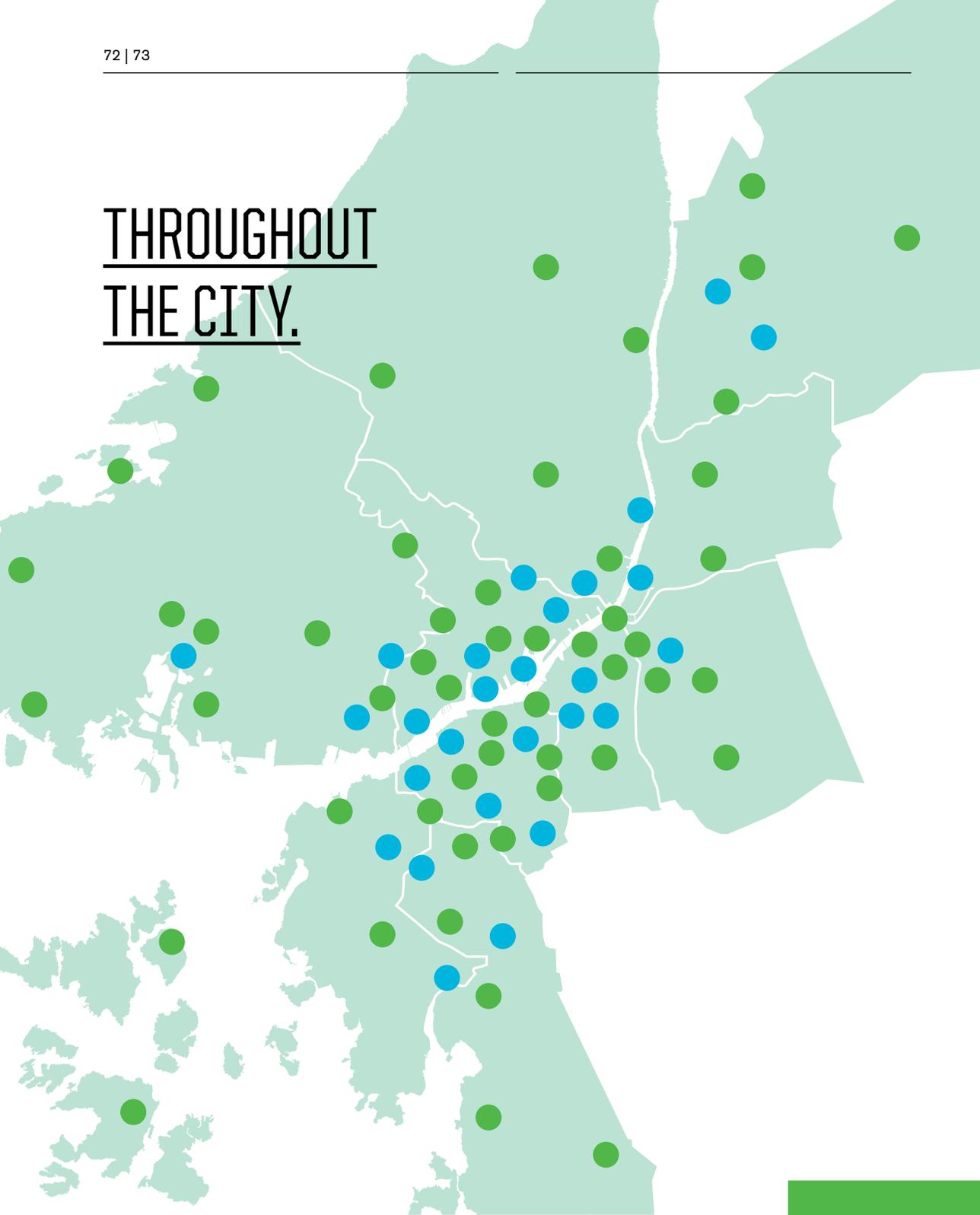
2013

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2016

# THROUGHOUT THE CITY.



2017

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2019

2020

2021

# 2012

## THE OPEN CITY – VISION YEAR.

### Examples of planned projects

- 500 homes finished, Kvibergs Ängar
- Opening of Clarion Hotel Post, Drottningstorget
- House of Culture inaugurated for young people in the Lagerhuset building
- Big Glenn, Sweden's largest wind farm, Arendal
- Visual Arena Lindholmen, opening at the Lindholmen Science Park
- Old Gothenburg, new commuter train hub
- New tram link, Munkeböck
- Expansion of public transport in preparation for the new congestion tax
- Children's culture year in Gothenburg
- Gothenburg – Sweden's food capital
- European Maritime Day with harbour festival
- MTV World Stage, Götaplatsen
- IFHP World Congress in sustainable city development
- Human Rights Days
- Picnic Festival on Hisingen
- Önnaredsskolan and Kannebäcksskolan, pilot school project for the UN Convention on the Rights of the Child
- The vision for the Central River City presented

### Possible anniversary projects

- The first tree planted as a symbolic start on the way to 2021
- Gothenburg Museum of Art opens a café at the Götaplatsen cultural centre, a step in the transition from institution to meeting place



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# 2013

## KICK-OFF.

### Examples of planned projects

- Backaplan, Kvillebäcken, 1,600 flats, completed
- Public pool and ice rink in Angered
- Radisson Blu Riverside Hotel, Lindholmospiren pier
- Kvillebäcken indoor market opens
- New opening of the Angered cultural centre Blå Stället
- Underground exhibition centre opens at the Hammarkullen stop
- Public transport is expanded, congestion tax is introduced
- European Athletics Indoor Championships
- FIFA Women's World Cup
- International Year of Water Cooperation (FN)
- Marseille/France and Kosice/Slovakia are the 2013 capitals of culture

### Possible anniversary projects

- Celebrating every culture's festivals at the Götaplatsen cultural centre
- The first boats in the Stora Hamn Canal
- Preliminary studies of anniversary projects begin
- Gothenburg Award for Sustainable Development, message bearer for the Story of Green Gothenburg
- Centenary organisation established
- Centenary Pavilion with space for dialogue and implementation
- Communication platform for Gothenburg 2021 created
- The Art Museum moves into the old artillery sheds on Magasinsgatan
- An innovation-friendly oasis is established on Ringön
- Tree planting and green spaces



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2021

# 2014

## WATER AND THE ARCHIPELAGO.

### Examples of planned projects

- Renewal of the Opalorget Square with 400 new homes
- Waterfront park connects Östra and Västra Sannegårdshamnen
- Hotel Gothia gets a third tower
- Kvibergs Park – sports facility
- Renovation of Gothenburg City Library
- The Göteborg Opera (Göteborgsoperan) celebrates its 20th year
- go:LIFE, start of a series of conferences in the Life Science field
- Umeå/Sweden and Riga/Latvia are the year's capitals of culture
- UN World Water Day, 22 March
- Gothia Cup 40th anniversary

### Possible anniversary projects

- Public pools/swimming jetties in the middle of town, at Sannegårdshamnen or Färjenäsparken
- Seafood Festival
- More canals as water routes
- The first Tale of the Sea opens at the Gothenburg Maritime Adventure Centre
- The Swedish Ship Götheborg docks at Stenpiren
- Archipelago boats depart from Lilla Bommen
- Stora Hamn Canal becomes a lively blueway with shopping and restaurants
- Tree planting and green spaces
- Water art and water installations in every district



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# 2015

# CREATED BY AND INCLUDING YOUNG PEOPLE.

## Examples of planned projects

- Construction begins on the new Götaälv Bridge (2015–2020)
- Hub for trams at Skeppsbron
- Application to be designated European Youth Capital
- World convention, Sensory Science Symposium
- Mons/Belgium and Plzen/Czech Republic are the 2015 capitals of culture

## Possible anniversary projects

- The Gothia Cup of music and knowledge, the Global Knowledge Festival
- Public transport made fun – created by and including young people
- Space for youthful influence, RUI, digital arena
- Centenary Park project in Frihamnen offered to RUI
- Tree planting and green spaces
- Water art and water installation created by and including young people
- Young people create
- Young people create



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# 2016

# CULTURE



### Examples of planned projects

- Renewal of Selma Lagerlöfs Torg
- Röhsska Museum of Fashion, Design and Decorative Arts celebrates its 100th anniversary
- Positive footprint housing near the future Johanneberg Science Park
- EuroSkills – Europe's biggest professional skills contest
- The 20th International Science Festival
- The Culture Festival celebrates its 10th year – regional collaboration?
- Application to WOMEX
- Application to Mathematics Biennial
- San Sebastián/Spain and Wrocław/Poland are the year's capitals of culture

### Possible anniversary projects

- The first bazaar opens
- Gothenburg Extension established – international awards ceremony
- The Hasselblad Photography Museum moves to the Art Museum's facilities
- Art and Culture Barge on the river
- Kungssportsavenyn improved
- The City Museum renovated, from institution to meeting place
- The cultural route from Näckrosen Campus to Backa Theatre takes shape
- Tree planting and green spaces
- Water art and water installations along the blueways and greenways



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# 2017

## GREEN AND GRAND CITY.

### Examples of planned projects

- Skeppsbron, new city space
- Marieholmsbron bridge completed
- 100% green taxis
- 100% environmentally certified hotels
- SKF celebrates its 110th anniversary!
- Volvo's first private car, Jacob, turns 90
- Denmark and Cyprus select the year's capitals of culture

### Possible anniversary projects

- Swimming jetty at Skeppsbron
- Blueways and greenways: from Bergsjön along the southern blueway to the sea
- Green corridor from Mölndal to Hisingen
- Green milestone: Housing 2021
- Pedestrian and cycling bridge over the river
- Neighbourhood greenhouses and rooftop gardens
- Cultivation projects start for the Green Cultural Bridge
- An innovation-friendly oasis is established in Gullbergsvass
- Tree planting
- Water art and water installations in the city's parks
- Canoeing and ecotourism centre in Vättlefjäll



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# 2018

# GO GLOBAL.

## Examples of planned projects

- Construction begins on the West Link
- 100 years since Sweden's first trade fair was arranged in Gothenburg
- Application to Volvo Ocean Race
- The Netherlands and Malta select the year's capitals of culture

## Possible anniversary projects

- Gothenburg – the world tour
- A programme committee for the centenary is formed
- Recruiting of Gothenburg Ambassadors
- Collaboration with embassies, business and international networks
- Focus on “family and friends” tourism
- China – collaboration with East India Company House
- Tree planting and green spaces
- USA – invitation to Swedish Americans
- Water art and water installations at entrances to the city



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# 2019

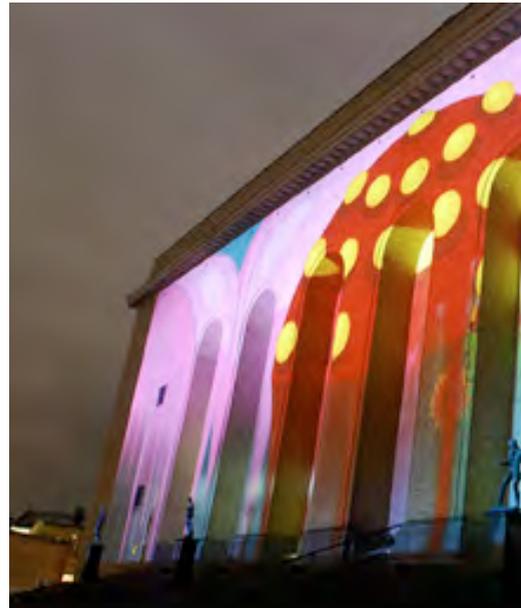
## KNOWLEDGE AND ENLIGHTENMENT.

### Examples of planned projects

- 30th anniversary of the UN Convention on the Rights of the Child
- Italy and Bulgaria select the year's capitals of culture

### Possible anniversary projects

- Entrepreneurs Centre established – where?
- Gothenburg Museum of Art expanded
- Industrial and Shipyard History Centre on Polstjärnegatan, now home to the Volvo Museum
- The Christmas City becomes the City of Lights
- Knowledge Gothenburg – historic book project, school project on “city studies”
- The Future Society Lab attracts international guest researchers
- “Learning Square” in Hammarkullen takes shape
- An innovation-friendly oasis established in the northeast in connection to Learning Square in Hammarkullen
- Tree planting and green spaces
- Water as a sustainable resource becomes a reality
- Water art and water installations in campus areas



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# 2020

# SUSTAINABLE

# GROWTH.

## Examples of planned projects

- The new Götaälv Bridge, Europe's coolest city bridge, is finished
- The West Link is well under way
- The Marieholm Tunnel is finished
- Central link (bangårdsförbindelsen) at the Central Station finished
- The Port of Gothenburg celebrates its 400th anniversary

## Possible anniversary projects

- The Central Station – regional meeting place with new centenary tower
- Floating homes in quay areas, along the river and around Hisingen
- The first stage for a train to Landvetter Airport City and Borås
- Inviting events route
- Sneak preview and completion of Centenary Park in Frihamnen
- Liseberg amusement park celebrates its 97th year and expands southwards
- Tree planting and green spaces
- Water art and water installations along the blueways and greenways



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# 2021

# GOTHENBURG

# URNS 400.

Gothenburg is turning 400, and the Centenary Exhibition Gothenburg 2021 welcomes the whole world to all of Gothenburg, all year long.

- The homes exhibition Housing 2021 with the New River City
- 100 years of Democracy: the Democracy Centre is inaugurated
- The Green Cultural Bridge
- The new Götaälv Bridge
- Centenary Park in Frihamnen opens on 4 June 2021, the birthday of the City of Gothenburg
- The House of Culture on Backaplan
- Cable car over the river
- New arena – more than just an arena
- Tree planting and green spaces
- Water art and water installations
- World Athletics Championships and world championship village in Heden
- World conference on the UN International Convention on the Rights of the Child



2012

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# BEYOND

## 2021.

### Examples of planned projects

- The port rail freight link (hamnbanan) is expanded 2013–2022
- New tunnel for public transport between Lindholmen and Stigberget
- Bergsjön-Angered connection in 2025, or sooner due to Housing 2021?
- High-speed trains Oslo-Gothenburg-Copenhagen in the preparation phase
- Liseberg celebrates its 100th anniversary in 2023
- The West Link with a railway tunnel under Gothenburg and stations at Hagaparken, Korsvägen and the Central Station is built (2027)
- The River City grows

### Possible anniversary projects

- The effects of the 400th anniversary are documented and evaluated
- Continued open dialogue about Gothenburg's future



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This section describes how all this can be achieved.

# FROM VISION TO REALITY.

**The road to 2021 is about moving from words to action. The proposed work plan can be viewed as a joint first step in the same direction. From there we'll move forward step-by-step.**

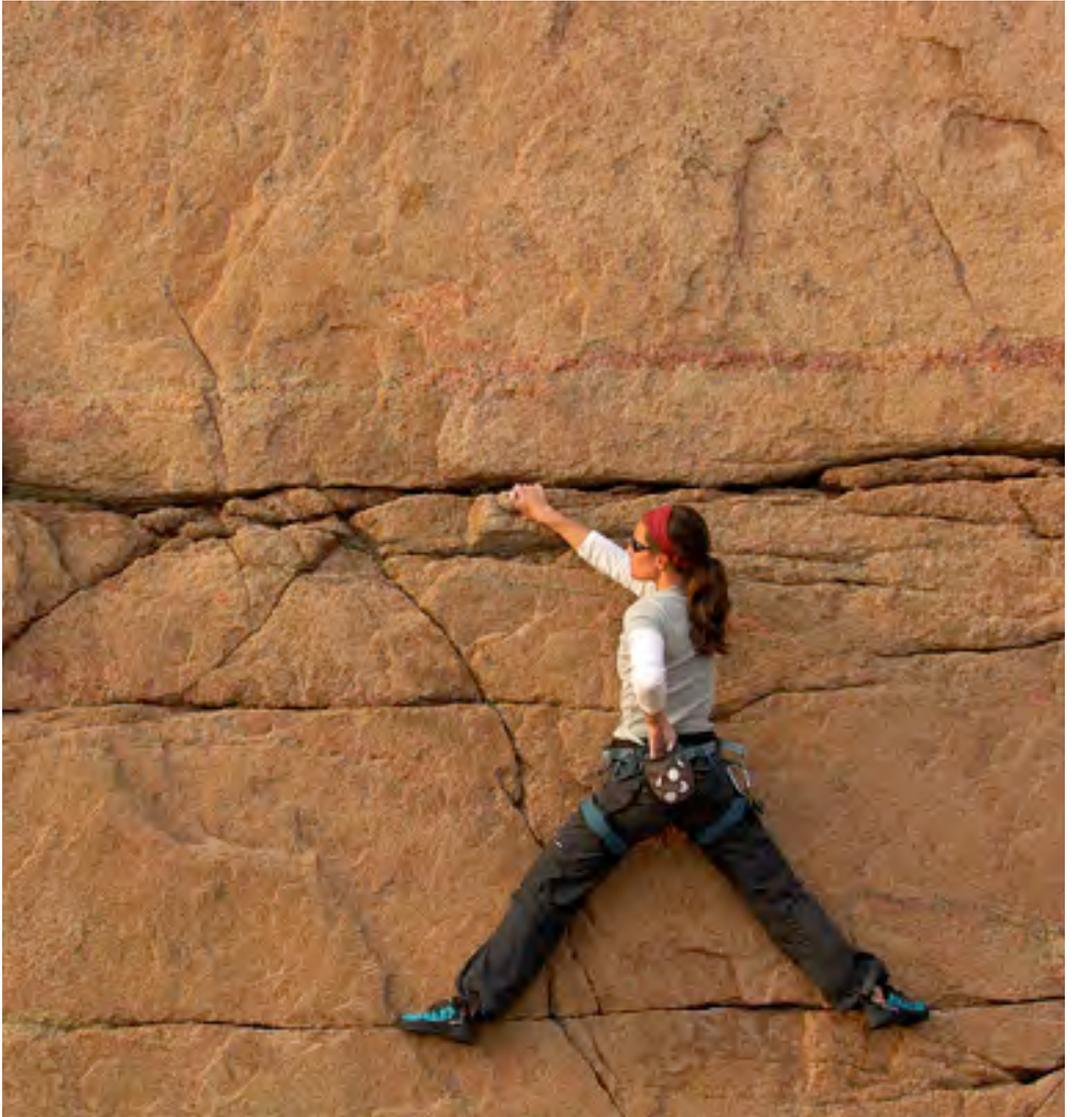
Much of the input from the groups involved in the process deal with the continued need for courage, clear political decisions and resourcefulness in the work ahead. Many initiatives are already under way, demonstrating that the 2021 process serves as a catalyst. Planning an event for a specific time makes it easier to mobilise the necessary energy and resources to get it off the ground.

Our continued efforts are based on the model that was created for Gothenburg 2021, with a focus on broad-based collaboration and open dialogue, as well as sustainability.

A strong, independent organisation is a must, as several of the groups pointed out. Combined with a physical location, uniform communication and a digital platform that showcases what's going on, we have every opportunity to make a big splash. We can show that Gothenburg means business by acting quickly. We can start right away.

## Common tools:

- Guiding principles for the centenary aspect
- Organisation
- Physical platform, centenary pavilion
- Digital platform, centenary portal
- Communication
- International dimension
- Funding
- Assessment



***“You will never do anything in  
this world without courage”***

– James Allen

# GUIDING PRINCIPLES FOR THE CENTENARY ASPECT.

**Many of the proposals for Gothenburg 2021 are about attitudes rather than concrete activities. We've chosen to call them guiding principles.**

They can be viewed as help along the way for planning and implementing centenary projects. The guiding principles add an extra dimension to the implementation of proposals and ideas, in which the result becomes somewhat more than planned. The aim is for Gothenburg 2021 to be *more than just* a centenary celebration. That aim should be incorporated into every individual project.

## 1. OPEN DIALOGUE.

Use the city's model for dialogue processes, and don't be afraid to ask the city's experts for help. The type of dialogue depends on the nature of the project. Make up a plan. Get the people affected by the measure involved at an early stage. Think broadly; include groups that are at risk of being marginalised, such as people with physical disabilities, children and young people. Talk to people where they are. Be clear! Tell the participants what they can expect. Listen. Create dedication and participation. Use the results and provide feedback.

## 2. THINK UNIQUE!

Start from what exists and works, then add something exceptional. Think unique in terms of concept and implementation. Success comes from the courage to go your own way. That can also give international renown. Think creatively! Cross-pollinate. Don't forget aesthetics – things that trigger our senses.

***“Everything is possible.  
The impossible just takes  
a little longer”***

– Dan Brown

### 3. SUSTAINABILITY IN ACTION!

Include all three dimensions of sustainability and see them as a whole. Don't stop at words – translate them into action. The checklists that the perspective groups proposed for the open, young, green city are excellent tools. (See the report. See the reports of the perspective groups starting on page 145.)

#### **Social dimension:**

Make the project inclusive – accessible, comprehensible and welcoming. Is there anyone who is excluded? How do we avoid that? Proximity is a question of attitude – eliminate barriers, both mental and physical. Make it easy to find and get to the project location.

#### **Ecological dimension:**

Try to make the initiative as green as possible. Is it possible to reduce the ecological footprint? Recycle what's already good, choose the best materials and services for the task at hand and think about what the project leaves in its wake. Do a green procurement!

#### **Financial dimension:**

Is it possible to base the project on something that already exists? How do we make ends meet in the project? Can we find alternative solutions for funding? What possible partners are there?

### 4. START NOW!

See Gothenburg as a testing arena for new ideas. Have a liberal attitude and encourage everyone involved. Don't wait. Start in small scale, test what works and gradually shift into large scale. Everything is possible until otherwise proven.



An open dialogue can contribute to new ideas, greater commitment and more involvement.

# ORGANISATION

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**The most important thing, according to all involved, is to continue the efforts and develop opportunities for 2021. An organisation with a clear role and a defined task is a success factor.**

Financial resources are another necessity. In addition, the desire to continue a broad collaboration between the city, academia, business, organisations, clubs and associations is also crucial.

## **Centenary organisation**

The operative organisation can consist of a solid, stable core with the necessary skills and experience. It operates in a more organic setting, with the freedom to collaborate in whatever form works best, always maintaining feelers out in the rest of the world. This makes it possible to develop exciting projects in more or less temporary constellations. Young, new-thinking, unfettered players, creators and entrepreneurs are embraced.

Experts from all walks of life can be called upon to implement preliminary studies and evaluations. This includes cost calculations, consequence analyses and funding solutions for the centenary projects, which in turn will help the city council to make its decisions.

The collective knowledge already encompassed in the 2021 project should be put to good use. Vital skills exist and forces have already been mobilised in the perspective groups, administrations, companies and other

initiatives. This means that implementation can be put into action quickly. In the perspective groups alone there are over 100 people with a broad range of knowledge, important networks and a strong dedication to the development of Gothenburg. They are a huge resource.

The city's committees and companies can use the work plan for 2021 in their everyday operations. Several of the proposed projects can be implemented within the existing structures in the city. Collaboration between committees, companies and other public-sector and private players will help things along.

A special programme committee can be appointed in 2018 to begin detailed planning of the actual centenary year.

## **Steering committee and strategic vision council**

The operative organisation should report to a steering committee responsible for planning, monitoring and managing resources, funding solutions and development of content.

The organisation should also be supported by a strategic vision council that can head up and develop the vision for Gothenburg 2021. The vision council should consist of representatives from the city, academia, business, foundations, organisations and international players.

The political reference group that previously monitored the Gothenburg 2021 assignment could ideally continue working with the centenary activities.



### **Tasks for the centenary organisation**

Managing, organising and coordinating are important areas of responsibility for the operative organisation. Another overall mission is to keep the process alive by spotlighting initiatives, celebrating milestones and measuring effects on the way to 2021. This includes initiating preliminary studies for proposed and new centenary projects. The preliminary studies provide a clearer image of the costs and scope of an idea before the decision is made to implement it. The guiding principles for the centenary dimensions are important tools for implementation. One crucial function is to promote and monitor sustainability aspects. Communication, open dialogue and idea management are other key areas.

- Keeping the process alive, communicating, celebrating milestones and measuring effects
- Initiating preliminary studies to generate data for decision-making and funding solutions
- Developing and refining content in broad collaboration with all players involved
- Promoting and monitoring sustainability aspects
- Using open dialogue to ensure broad participation and dedication in all districts
- Managing incoming ideas

# PHYSICAL PLATFORM: CENTENARY PAVILION.

**The continued work with the centenary celebrations can be based on a physical place, a vibrant building that showcases the road from here to 2021.**

This is where we tick off items that are completed, discuss and plan projects, receive and manage new ideas, show off what is in progress and invite others to collaborate. The centenary pavilion will also offer temporary workplaces and a café. The door is always open. It will be a place for dialogues, meetings and discussions.

The building should be located in an accessible place, where people pass by daily. It might be a place that already exists, or a new, experimental location. One thought is for construction companies in the city to finance a building with the least possible ecological footprint. This would tie into Gothenburg's tradition of concept housing. With a modern twist, it could create a strong symbolic value for all aspects of sustainability. This is where the link between research and practice becomes visible. Good examples are Positive Footprint Housing and the One Tonne Life project.



The pavilion for the FIS Nordic World Ski Championships in 2011 was placed in central Oslo and sponsored by the Norwegian hotel king Arthur Buchard. The 250 sq.m building had several purposes: It was the office of the world championship organisation, provided space for meetings and activities, served as an exhibition hall and was also a ticket and information centre. After the world championships, the pavilion was recycled as an after-school activity centre.

# DIGITAL PLATFORM: CENTENARY PORTAL.

**A dynamic web portal can convey knowledge and information about centenary projects. And perhaps most importantly, it can inspire and perpetuate the dialogue about Gothenburg.**

The existing dialogue portal, [goteborg2021.com](http://goteborg2021.com), can be adapted for the future. The website will be a platform in the continued conceptual work, containing a collective idea bank. Ideas can be added, further developed, spotlighted and converted into action. Naturally the page must be accessible and comprehensible to everyone. Materials produced by the projects can be combined with links to other pages about the city. The story of Gothenburg will be the communicative approach throughout.



Digital tools make it easier to share ideas and plans.

# COMMUNICATION

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**Together we'll build up Gothenburg's image. One of the goals of the 400th anniversary celebration is to make an international impression for the future. Gothenburg has the potential to draw the international eye year-round. If we add in the additional activities for the centenary, we have every opportunity to achieve this goal.**

Naturally, we should proudly tell the world about what we're doing. We should also listen to and learn from the world around us. The goal is to create participation and to rally around clear messages on the local, regional, national and global levels.

A clear identity, unique and distinct from other places, can create pride in ourselves and attract visitors, investors and new residents to Gothenburg. The fourth centenary celebration gives us a unique reason to stand united. If we stand together and jointly communicate the values of Gothenburg, this will give us a great competitive edge.

*With respect for rapid development and the communication channels of future generations, we choose to highlight four overall strategies that can begin right away.*

## 1. CREATE A COMMON COMMUNICATION PLATFORM.

Take advantage of the added boost of the centenary year and create a platform that contributes to enhancing the image of Gothenburg as a whole. Define goals and target groups in a clear communication plan for Gothenburg for the centenary. Collaborate with public and private players – for example in business, academia, administrations, companies, clubs and associations, government offices, ministries, national and international organisations.

## 2. USE THE POWER OF STORIES.

Develop a narrative communication concept for Gothenburg 2021 based on the story of what all the people in the city decided to do and the heritage we want to hand down to future generations. The concept enhances the perspective of both the destination and the entire city.



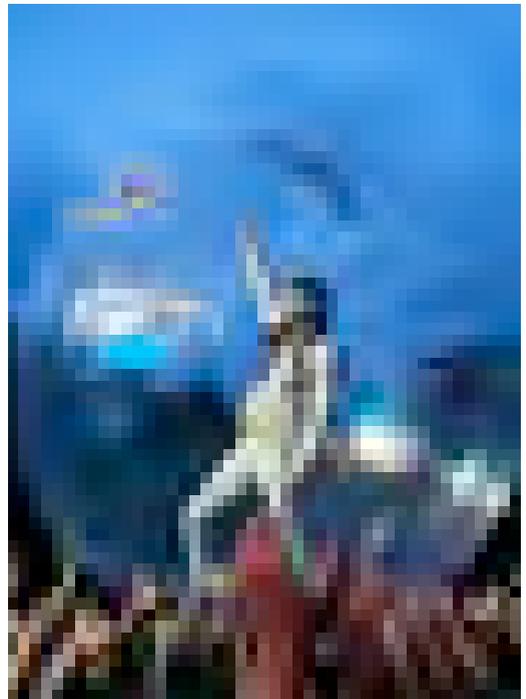
Encourage more voices to participate to enhance the image of Gothenburg.

### 3. CHOOSE STRONG MESSAGE BEARERS.

Use the centenary and the time leading up to it to celebrate milestones and spotlight events, ongoing initiatives and new centenary projects. Start from the existing platforms that Gothenburg already has in research, events and meetings, prizes and awards. Build on previous successes and create new message bearers for key issues. Choose a few compelling events to be our “window on the world”. The 2021 World Athletics Championships and Housing 2021 could be those windows, spotlighting the city’s unique strengths and sustainable endeavours for the future. One possible communicative approach, including lists and annual themes, is on pages 71-95 in the WHEN chapter.

### 4. GET EVERYONE INVOLVED.

Create the conditions and the tools to inspire many people to serve as spokespeople for the city and the centenary. Privately and publicly, locally and globally. Concrete messages such as graphic identity manuals and a clear centenary label to be made available to everyone. Encourage more voices to participate. That enhances the image of Gothenburg in a longer term perspective.



Strong message bearers will help spread the word to more people. Let the city’s strengths be our window to the world.

# INTERNATIONAL DIMENSION.



**Gothenburg is a small town in the big world. We can hardly make a ripple on our own. But in collaboration with others, we can achieve wonders – history has shown that. The first step is to step up our collaboration with regional and national organisations, government offices and ministries.**

If we want to achieve the desired international impression, the road to 2021 is just as important as the year itself. The proposed themes for the years leading up to the centenary will be a uniting force, a reason to reach out with international collaboration. The strong message bearers identified on the way to 2021 will be of great use here. Major conventions and meetings are important steps in the right direction, and the grand finale may be the World Athletics Championships during the centenary year.

There is great potential through business organisations such as the West Sweden Chamber of Commerce, Business Region Göteborg, Göteborg & Co Trade & Industry Group and the City of Gothenburg international unit.

There are opportunities to market and communicate the centenary year in collaboration with embassies and consulates worldwide, as well as through the Swedish Institute, Visit Sweden and other organisations that promote Sweden abroad.

Another important aspect is listening to and spotlighting international players on location in Gothenburg. This can be done in dialogue with foreign representatives in Sweden, international cultural associations, the consular corps and

others. Many foreign companies have offices in Gothenburg and can contribute to making the centenary year even better.

Marketing among Swedish companies headquartered in the region and their foreign offices is another strategy, which was used with great success for the giant centenary exhibition in 1923. Concrete examples here are SKF and Volvo. Product launches and international business meetings can be held in Gothenburg. We must make the most of the centenary year and find ways to draw advantage of coordinating activities.

More direct flights from other countries and an expanded infrastructure with high-speed trains to Gothenburg make it possible to develop new markets.

For many of the one million people who emigrated from Sweden to North America in the 19th century, Gothenburg was their port of departure. And we can make use of this historic international connection, for example by targeting travel agents in Swedish communities in the United States a few years before 2021. Americans with Swedish or Scandinavian roots may be inspired to travel to Gothenburg and revisit the port that their ancestors left behind.

The travels of the Swedish Ship Götheborg have spread awareness of Gothenburg in China, particularly in Shanghai. This creates opportunities for a targeted campaign on the Chinese market.

Gothenburg has many residents with international contacts among their friends and family, who can encourage tourism among their connections.

We can communicate the anniversary internationally by highlighting international players in Gothenburg.



Many Swedish companies have offices abroad that can work together to boost the anniversary celebration.



Major conventions and meetings are important ways of reaching out internationally.

# INTERNATIONAL NETWORKS.



**It's time to get started and use the road to 2021 to activate the existing networks and develop new ones that can blossom in connection with the centenary.**

The city is already home to cultural projects with worldwide contact networks, including: The Göteborg Book fair, the Clandestino Festival, Global Forum, the Gothenburg Culture Festival (Göteborgs kulturkalas), the Göteborg Dans & Teaterfestival, the Göteborg International Film Festival, the Göteborg International Biennial for Contemporary Art, the International Science Festival (Vetenskapsfestivalen) and Way Out West are just a few examples of-

curing events that attract visitors and participants from near and far. There is great potential here to reach world class by 2021.

Gothenburg is also a member of many important international networks in several fields, making international meetings and conferences a natural alternative. Here are a few examples:

## **Cultural networks**

Eurocities, Rencontré, Pepinaire, the International Federation of Library Associations and Institutions (IFLA).

## **Hospitality-industry networks**

European Cities Marketing (ECM), the Network



The City of Gothenburg has several collaborations with cities and regions around the world. These also offer opportunities for exchanges and contacts. The networks inspire meeting events hosted by Gothenburg.

of Good Food Cities of the World – Délice, the International Congress and Conference Association (ICCA), Sustainable Gothenburg and the Green Meeting Industry Council.

### Knowledge networks

The European University Association, the European Science Events Association, the Nordic Centre Fudan in Shanghai, the Sweden-China Trade Council – a regional collaboration group that supports the Sweden-China alliance, the Santander Group and several other collaborative projects involving the University of Gothenburg and Chalmers University of Technology.

### Three strategic partner cities

Lyon in France, Nelson Mandela Bay Municipality (Port Elizabeth) in South Africa and Shanghai in China.

### Partner cities

Chicago in the USA; Kiel in Germany; Krakow in Poland; Newcastle in the UK; Rostock in Germany; St Petersburg in Russia; Tallinn in Estonia; Xián in China

### Twin towns

Bergen in Norway; Turku in Finland; Århus in Denmark (candidate for European Capital of Culture 2017)

### The Gothenburg–Oslo region

The City of Gothenburg and Region Västra Götaland are working with Oslo, Akershus and Östfold in Norway to promote Gothenburg.

The perspective groups in Gothenburg 2021 also propose an exchange with green pioneers such as Portland, Vancouver, Manchester, Hamburg, Copenhagen and Stockholm.

# FUNDING OPPORTUNITIES.

**One necessity in any kind of celebration is sufficient funding. The following is an assessment of possible funding options.**

Public and private funds, foundations, businesses, EU funds and private donations. The city of Gothenburg also has a “350th anniversary foundation”, which could easily be converted into a “400th” and form the basis of a centenary fund. Annual deposits could be made from public funds and private players. Guidelines for the administration of the fund and criteria for applications can be developed when a new organisation is created for the continued efforts.

Suitable EU projects should be identified for funding and collaboration on the European level. Consult the experts in applying for EU funding at the City Executive Office. Since the international homes exhibition Bo01 in Malmö, that city has used external funding to facilitate sustainability measures, most recently in the development of the Rosengård district.

Extending invitations to the business community is vital. For example, conduct a campaign targeting listed companies headquartered in Western Sweden. Perhaps they can set aside money for the centenary fund or donate to specific projects. Creating incentive for businesses to support concrete ideas, or to be fully responsible for a project, improves both results and commitment.

Another suggestion is to make smaller donations possible. One strategy could be to sell a website badge: “I support Gothenburg 2021”. Another is “crowdfunding”, joint funding by a large group of small investors. This is a way for individuals to gain financial support for their ideas or those of others. Financiers can come into contact with ideas and co-funders on the web portal.

Also make sure to open the door to alternative donations, such as time or office space. Think creatively and consider new types of funding inspired by innovators such as Spotify. One idea is to sell time: sponsor one second of the centenary year for SEK 21 (or one hour for SEK 76,500).

A centenary project that has already been partially funded is Knowledge Gothenburg, a set of historic books and communication of new research about Gothenburg. About 50 foundations have expressed an interest in supporting the initiative, and several have decided to allocate funds for a few initial years. The administrations of the University of Gothenburg, Chalmers University of Technology and the School of Business, Economics and Law at the University of Gothenburg also support the initiative.

One key task for the organisation is to establish a detailed budget and financing plan for the entire period up until 2021.

# ASSESSMENT

## Measuring and evaluating a celebration can be compared with evaluating capitals of culture.

In very few cases have cities evaluated both the financial and social aspects of such a celebration or a year as a European Capital of Culture. They often talk about new buildings, number of visitors, new organisations and projects. The focus is often on hard data. But it is just as important to measure soft factors like the city's image, new ideas and the value of the work process itself. So say Palmer/Rae Associates, who have studied and evaluated several Capital of Culture projects.

Their study showed some key factors for the success of the project:

- That the project is a part of a greater context/structure
- Local support
- Developed partnership and collaboration
- Good planning
- Political independence and artistic freedom
- Clear goals
- Strong programme content
- Financial resources
- Strong leadership and political will

The project management for Gothenburg 2021 have held discussions with the SOM Institute asking it to conduct regular surveys every autumn. This is a way to monitor the process starting in autumn 2012. The first survey might be about public awareness of the centenary. After this, new questions will be formulated that are relevant to the continued planning period, as well as for the centenary itself and beyond. Surveys can be conducted in the ten districts of Gothenburg as well as in the entire region.

The new Triple Bottom Line method is another option. It measures the economic, socio-cultural and environmental effects that arise from an event. Göteborg & Co are participating in a pilot project headed by the School of Business, Economics and Law at the University of Gothenburg to develop the method.

The next step for the centenary organisation is to set up measurable goals for the entire event and each project to be conducted on the way to 2021.

# REPLY TO THE ASSIGNMENT.

**Our reply to the city council's assignment regarding the fourth centenary celebration consists of a report with appendices.**

## **Report**

Gothenburg's 400th anniversary year is something that affects all of us, but the politicians must make the decisions. We hereby submit our reply to the city council for evaluation and a final decision. It contains a summary of our work, recommendations and a budget.

The document has two appendices:

## **Appendix 1**

Proposed work plan. The aim of the proposed work plan is to serve as an inspiration and guide in the continued efforts.

## **Appendix 2**

The book of ideas from the public, *1,680 Ideas about Gothenburg's 400th Anniversary*. These ideas all came in via the dialogue portal.

All the material will be available on [goteborg2021.com](http://goteborg2021.com)







Read more about the background  
and our working model here.

# THE TASK:

# THE CITY NEEDS A PLAN.

**Gothenburg turns 400 in 2021. This creates questions, considerations and expectations. How should we celebrate this momentous occasion?**

The city council and City Executive Committee have been pondering the issue for a long time. Participants in the political planning committee provided several points of departure, writing that: "Creating something that creates a lasting impression, and which brings Sweden and above all Gothenburg into the spotlight for a limited time, requires extensive collaboration within the city and the region." Göteborg & Co were commissioned with that task in September 2009.

Excerpt from the assignment:

*"The City Executive Committee hereby requests Göteborg & Co to set up an inquiry to develop proposals for projects, a schedule and budget for the city's 400th anniversary celebration in 2021, in collaboration with the city government's committees and companies. The results of the inquiry will be a centenary plan with a vision, goals and strategies, activities and projects. The plan should also contain a clear budget and a more detailed schedule for the entire period up to the anniversary year."*



# FOR WHOM AND WHY?

## FOCUS AND GOALS.

Gothenburg 2021 is an opportunity for us all to come together and help to develop our city into a better place to live and work. This is not something that will be over in a year – it is something that will give us energy up to and beyond 2021.

**Overall goals for the centenary celebration are to:**

- Make an international impression by working to make Gothenburg a city that residents are proud of, feel a part of and where they feel a great faith in the future.
- Be a courageous pioneer in sustainable growth by meeting and exceeding the city's existing goals.
- Further develop Gothenburg and the surrounding region through broad collaboration with the city's committees and companies as well as local, regional, national and international players.
- Get the whole city involved in the celebrations by inviting an open dialogue with all generations of residents.
- Enhance the image of Gothenburg through effective communication and marketing.



## TARGET GROUPS.

The most important target group for Gothenburg 2021 is Gothenburgers – all of us who live and work in the city.

Other important target groups are visitors, the business community, the media, organisations, clubs and associations and other national and international players.

## ASSESSMENT

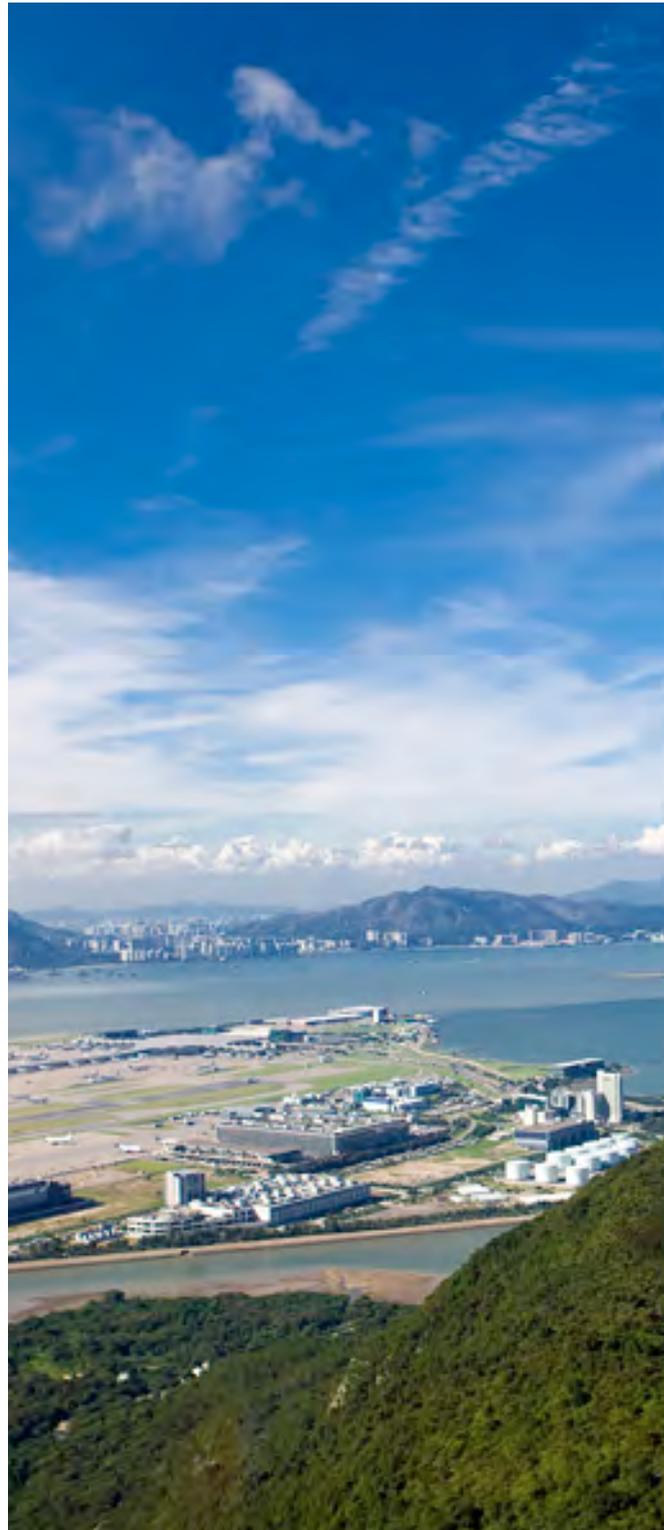
It's important to be able to assess the effects of the anniversary collaboration. We need to formulate qualitative and quantitative goals and monitor their achievement, including annually assessing public awareness, knowledge and attitudes. Read more in the HOW chapter.

# TRENDS ANALYSIS.

**The process is based on an extensive collection and analysis of data. We studied trends in city development and learned from the experiences of other anniversaries celebrated in Quebec, Trondheim and Stockholm.**

We sought inspiration in Hong Kong, Vancouver, Bilbao and European capitals of culture such as Liverpool, Stavanger and Turku. We also conducted an in-depth analysis of Gothenburg's strengths, weaknesses, opportunities and threats (SWOT).

The preliminary studies included the city's history, where we especially focused on previous anniversary celebrations. In addition, we reviewed current vision projects. All this resulted in an extensive bundle of data that served as the basis of our work. Several of the work groups also conducted supporting studies and analyses.





EXCERPT FROM THE DATA COLLECTION:

#### **History**

Professor Emeritus Martin Fritz, economic history, University of Gothenburg. Om likheter och skillnader med firandet 1923. Vad kan vi lära oss av historien? (On similarities to and differences from the celebration of 1923. What can we learn from history?)

#### **The city's three sustainability aspects**

The City of Gothenburg's perspective on sustainability from an economic, ecological and social standpoint.

#### **SWOT analysis**

Strengths, weaknesses, opportunities and threats, produced by Claus Sager (Berlin) with an outsider's perspective on Gothenburg.

#### **Report from Palmer/Rae Associates**

European Cities and Capitals of Culture, Study prepared for the European Commission

#### **Benchmark study**

Swedish Research Institute of Tourism analysis of Liverpool as a capital of culture and Quebec's 400th anniversary in 2008.

#### **Trends**

Omvärldstrender om samhällsutveckling (Trends in community development) by Diana Uppman, Beyond Tomorrow.

#### **Hong Kong – Gothenburg**

Film produced by Göteborg & Co to show similarities in development, regardless of the size of the region.

# GOTHENBURG – AN OPEN PORT TO THE WORLD.

**As a port city, Gothenburg has evolved through influences, ideas and knowledge from the whole world. Join us on a journey through the city's history, present and possible future.**

## **17th century**

In 1621 Sweden opened a gateway to the west. King Gustavus Adolphus founded a new city that would be important for navigation, commerce and people. He realised that a port city would give the country greater international influence. Gothenburg, the city as we know it today, was granted its city charter on 4 June 1621.

In a place once populated only by otters and seabirds, professionals from the Netherlands worked side-by-side with Swedish labourers to build streets and canals. It wasn't long before the city became a pleasant place to live, but more importantly, during the course of the 17th century Gothenburg also grew into one of Sweden's most important port cities. Much of this development had Scottish, Dutch and German influences. Seven languages were spoken among the 2,000 people who lived in the city.

## **18th century**

When Gothenburg celebrated its 100th anniversary, the country was finally at peace, which changed the city's relationship to the rest of the world. The population of 7,000 soon swelled to many more. In the 18th century, Gothenburg developed not only into Sweden's second city, but also into an international melting pot with residents from all parts of the world. The East India Company was founded in 1731, and trade

with China and East Asia became vital sources of income for the merchants and shipowners in Gothenburg. The Gothenburg lifestyle also changed, becoming more international.

## **19th century**

Although the size of the city had doubled in a hundred years, the population of Gothenburg was about 1/200 that of Sweden. Industrialism and the power of steam engines gave Gothenburg the strength to keep growing. The population exploded as new workshops, shipyards and textile industries came along, requiring labourers. Gothenburg became Sweden's most important commercial city. But the new economy did not benefit all Gothenburgers; many were poor, and the labourers worked hard. In 1873 the population was 61,500; that figure quadrupled by the 300th anniversary. Over the course of those years, Gothenburg's character changed, from small clusters of wooden houses to stone buildings built on a grid plan. Trams – first horse-drawn and later electrically powered – linked together parts of the city.

## **20th century**

Industrial Gothenburg blossomed in the early 20th century, when both SKF and Volvo were founded. In fact, the concept "industrial city" became intimately linked with Gothenburg. In the postwar period, when Europe was being rebuilt, the shipyard industry and port in Gothenburg were very important. Since the middle of the century, one in every 20 Swedes lives in Gothenburg. The continued urbanisation created an even greater need for housing. A new

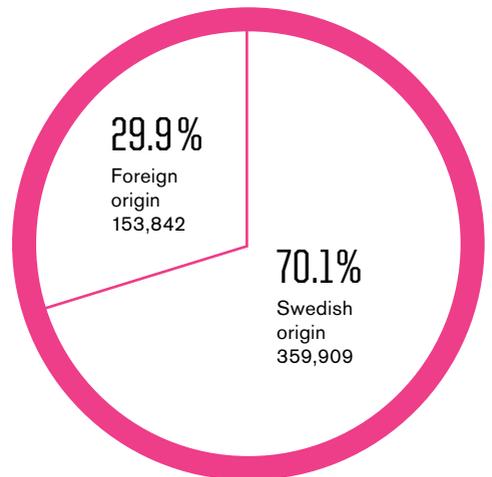


period of large-scale construction began in 1965 and continued until 1975, a decade that saw Gothenburg grow in area as well. However, in the 1980s Sweden's foremost maritime city had a setback with a major shipyard crisis, which affected tens of thousands of employees and the city as a whole.

### 21st century

Since then, Gothenburg has increasingly shifted towards a knowledge and service-based economy. Creative industries are taking up more and more space. The city focuses heavily on events and meetings and has made a name for itself in sports, music and international conventions. Over the past 20 years, tourism has doubled. Collaboration has been a key element in all this. However, industry is still an important base; the port and its commerce are still the most important hub in Gothenburg after nearly 400 years.

### POPULATION OF GOTHENBURG:



People born abroad or people born in Sweden with both parents born abroad.  
Source: SCB/ Statistic Yearbook Gothenburg 2012.

### **The welcoming city**

People continue to migrate to Gothenburg, both from nearby areas and from other countries. In addition, we see more and more temporary visitors. By 2011, nearly all adult Swedes (92%) had visited the city at some point. Gothenburg is an active part of the global competition to attract business, commerce, events, students, tourists and residents. Nine in ten residents think that Gothenburg is a nice city to live and work in. Western Sweden is one of the areas of Europe that have grown the most in terms of population over the past 20 years.

The type of residents in the city is also changing. The older generation is making new demands, there are more people with foreign roots, family structures have changed, the number of single households has increased and many families with children have chosen the urban environment as well. All this means that housing and infrastructure also need to adapt. Gothenburg is growing and will continue to grow. The city faces new challenges of interconnecting the entire city, of linking the region to Gothenburg and the outside world to the region. The key is to create accessibility and attractiveness, to make the city denser, more efficient and more modern in a sustainable way.

The increasing globalisation and digitalisation of the world means that we are all more connected than ever. Our international outlook has never been greater. And this openness is a two-way street: The Swedish population sees Gothenburg today as attractive, friendly, multi-cultural, human – and above all, welcoming (HUI 2011).

### **Sustainable growth for the future**

When we talk about the future it is essential to view it from the perspective of sustainability. The things we do today must not jeopardise the future for our children and grandchildren. The three principles of ecology, social welfare and economics must work together.

In this world where everything moves faster and is increasingly globalised, where everyone competes with everyone, size matters. There needs to be a will to grow, and above all a will to grow sustainably. Sustainable economic growth is the foundation. In the long term an ecologically sustainable community is the only thing that can grow and create a good life for its residents. Gothenburg needs more people with all types of backgrounds and experience. Another requirement is that the growing community includes all its residents. In an inclusive society, everyone has a role to play; no one feels unneeded or excluded.

The ambition to grow must start with what already exists today. Gothenburg has always had a strong manufacturing industry and been a hub for trade, and this has built a reputation around the world. These are strengths that we can and should build on by continuing to develop the port, infrastructure and research.

Developments around the world show that Gothenburg is too small to be a competitive metropolitan region. To achieve sustainable economic growth and success in the new globalised world, we need more Gothenburgers. The size of the labour region will be crucial to our collective growth. Enhanced accessibility is our opportunity.



Gothenburg's location between three Nordic capitals makes it an excellent choice as a logistical hub for the Nordic region. However, we need all the links in place. High-speed trains to the capital cities and a rail connection eastward via Landvetter Airport City are important steps along the way, as found by several ongoing inquiries. This will allow us to create the globally competitive "city of 8 million" together with Oslo, Malmö and Copenhagen. Economic growth will allow us to take on the challenges of local infrastructure, housing, entrepreneurship and employment, schools and education, healthcare and care of the elderly, to create a socially inclusive, ecologically sustainable community. Efforts to build a more sustainable Gothenburg are largely about bringing together people and resources to take the next step forward and speed up the pace of change.

Gothenburg has a unique position as an events city; many studies point to Gothenburg

being strongly associated with attractive experiences. Historically, when the city has been talked about in the rest of the world it has been for experiences in culture, knowledge, music and sports. A rich cultural life and creative environments attract people. From the sustainability perspective, experiences are clearly an area for future investment. They can create encounters between people, engender pride and contribute to inclusion. Ultimately it's all about building a city where dreams are taken seriously, in which all people who live and work there feel like they're a part of something – and attract even more people here.

# WHAT DOES AN ANNIVERSARY MEAN?



The 300th anniversary celebration made a huge impression in the city and abroad.

**Gothenburg's 300th anniversary created an impression both nationally and internationally. This is when places like the Götaplatsen cultural centre, the Gothenburg Museum of Art, the Liseberg amusement park, the Gothenburg Botanical Garden, the Slottsskogsvallen stadium and the Swedish Exhibition and Congress Centre were built, as well as Sweden's first civilian airport.**

The city invested heavily in architecture, streets, parks and the city environment for the somewhat belated centenary exhibition in 1923. The celebration became a national concern. In addition, 193 registered meetings were held during the year. The New York Times published an entire insert on the anniversary, and 41,000 visitors came from abroad. In total, 4.2 million people visited Gothenburg during the five months of the exhibition – a huge number for a city that at the time was only home to 230,000. The city created a major impression.

It's difficult to imagine what our city would look like today without these investments. Naturally we must be careful with our comparisons; but history shows without a doubt what can be done if we mobilise initiative, resources and political authority. We have another such occasion in the year 2021.

Gothenburg's 400th anniversary is not about competing with the 1923 Anniversary Exhibition, but we can use their experiences to help us decide how we want to create Gothenburg 2021. We see clearly that the celebration can be more than just a festival. The city already has an established position and tradition regarding how anniversary years can define a city in the longer term.



# WHAT CAN AN ANNIVERSARY CELEBRATION GIVE US?

**The focus of the anniversary celebration as it was formulated by the client is to see this fourth centenary as an opportunity to further develop Gothenburg and the surrounding region.**

Every city has its problems and challenges, and so does Gothenburg. Many of these have been highlighted during the process. We need to deal with issues that are basic necessities for quality of life. Top-quality healthcare and schools, equal for everyone no matter what district they live in, more homes, good opportunities for business development and the ability to make a difference, especially for young people.

The primary point of departure for the City of Gothenburg is that all development must be sustainable in the long term, ecologically, economically and socially. This means that all Gothenburgers must have the opportunity to live a good life and contribute to the community. Differences between areas and individuals in terms of employment, education and health must not increase. Unfortunately, this is happening in many big cities in Europe today, including Gothenburg.

There is a strong will to make Gothenburg

2021 more than just an anniversary celebration, to take advantage of the centenary as a way of contributing to the city's sustainable development. Many visions and objectives have already been formulated by the city and key projects have already begun.

The aim is to enhance what is already good and to convert the collective desire into action. We want to take on the great social challenges through testing and experimentation to find new solutions. To welcome impressions and impulses, even from the outside. To listen and include.

We also need to break new ground, do things that have not been done in other cities. We have great potential in the fields of knowledge, innovation and entrepreneurship. When business, academia and organisations work together across boundaries, they can take on the great challenges of modern society.

The whole Gothenburg 2021 initiative may inspire the creation of a new tool for community development in which discussions are carried out between new groups with a focus on action. A new form of collaboration for the future. The real message of the 2021 anniversary plans is to show that we have the ambition.



# WORKING MODEL – AN OPEN PROCESS!

**The challenge of this assignment was to include as many people as possible and to incorporate key thoughts and perspectives. Gothenburg 2021 is important to the entire city, so of course everyone should be able to contribute.**

One important starting point was to build on the initiatives that already exist. This would make future projects visible and open to new ones. A dialogue process that invites in a wide range of people creates the best possible conditions to produce a common vision.

That's why we chose an open model in which project management creates the format while others create the content.

We divided the process into three primary phases: preliminary study and trends analysis, idea generation, and summary.

Our 2021 preparations have one simple basis: The consideration of how our celebration can make an international impression. Three dimensions of sustainable development. A dialogue portal. Seven perspectives.



The finalists in the Entrepreneurial Chase contest inspired us in the choice of how to report back to our client. Politicians and other stakeholders were informed at regular intervals about the development of our centenary plans.

2009 September	2010–2011	2011 21 March	2011 24 May	2011 Autumn
Assignment received.	Preliminary study and structural work begin. Working model established.	Working model launched. Idea gathering begins. Seven chairpeople are presented.	Perspective groups begin.	Perspective groups meet. Summary begins.

# POINTS OF DEPARTURE.

**A celebration for the whole city. One main question. How can our 400th anniversary celebration make an international impression for the future? Three dimensions of sustainable development**

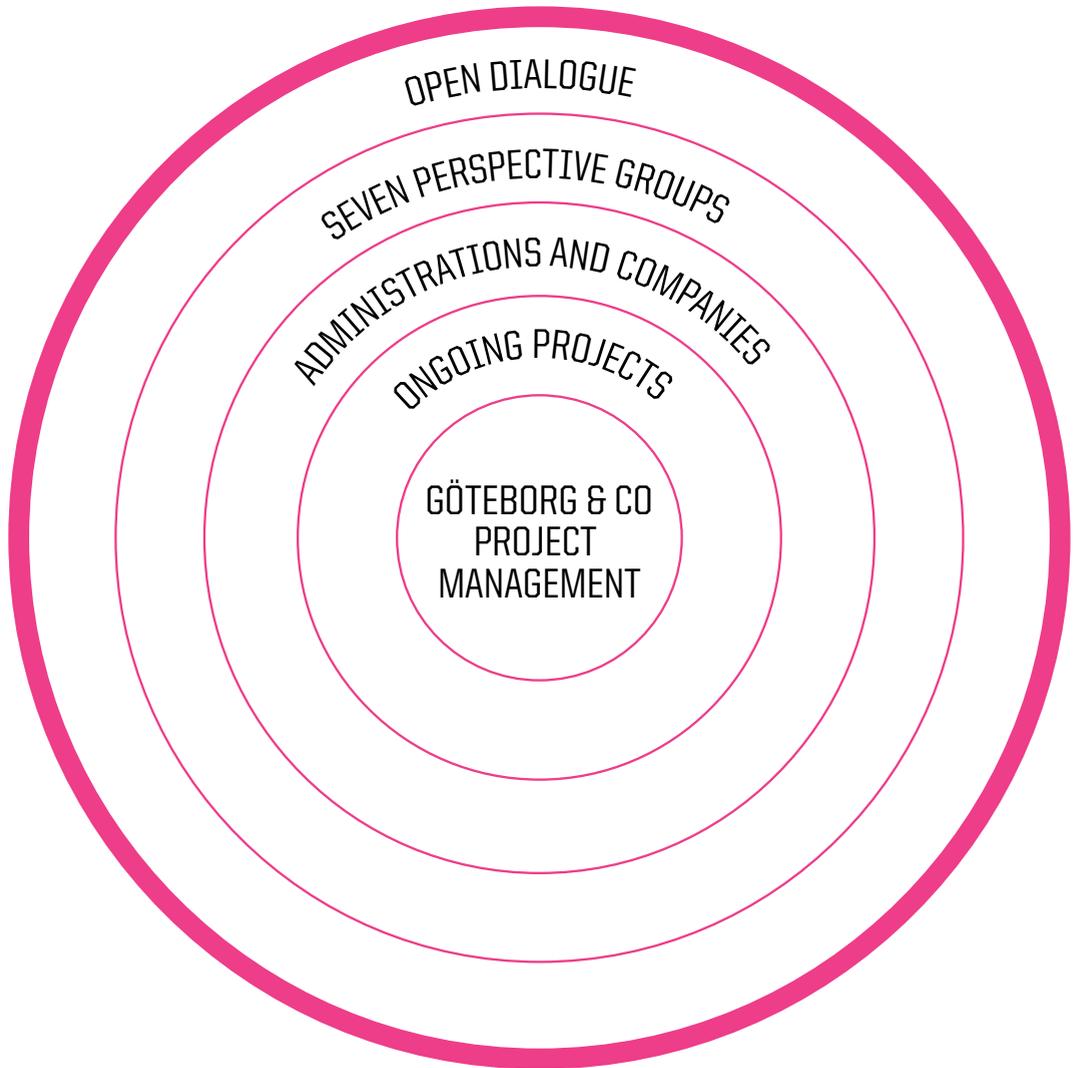
Social, ecological and economic sustainability will be the keywords in the development of Gothenburg and the preparations for 2021. These dimensions are interwoven and interdependent in many ways. Each is necessary in itself, but not sufficient; combined, they form a whole that is locally and globally established.

According to the original Brundtland Commission definition, sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

*“The work to achieve sustainable development is a process with no ready solution. It includes social, ecological and economic aspects. A holistic perspective, dialogue and critical thinking are the foundation. This concept provides a basis for a continuous ongoing dialogue and process for a positive vision of the world’s development. Sustainable development is not an answer, but a dialogue and a process that requires work, compromise and a will to change.”*

– Robert W. Kates et al.

2011 1 December	2011 31 December	2012 26 January	2012 February–March	2012 April	2012 30 May
1.0 – scenario presented, framework for the Work Plan.	Idea gathering from the general public completed.	Final meeting of the perspective groups.	2.0 – scenario presented.	3.0 – scenario presented.	Proposed Work Plan delivered to the City Executive Committee.



## OPEN PROCESS.

Several groups have contributed to Gothenburg 2021. The proposed work plan consists of the essence of the total collection of ideas.

# OPEN DIALOGUE – WHAT'S YOUR IDEA?

**The cornerstone of our efforts has been a meeting place online where everyone can participate, with the goal of including as many people as possible.**

Anyone was able to post ideas on [www.goteborg2021.com](http://www.goteborg2021.com), whether or not they lived in Gothenburg. Ideas came in from private individuals, organisations, clubs, associations and networks, and others provided comments, “liked” and further developed the ideas.

We have also actively collected ideas in all 10 districts in collaboration with Central River City. In addition, we participated in events throughout the city to boost awareness of Gothenburg 2021 and allow even more people to participate. In this way, the digital platform was expanded through personal meetings and discussions. All this created a lot of interest and invaluable discussions about the future. We received a total of 1,680 ideas through this open dialogue.

The evening newspaper GT and TV4 publicised the 400th anniversary in their “Onward and Upward” campaign in early 2011. About a hundred of these ideas were posted in the dialogue portal.



Many ideas were collected during the Gothia Cup. Citizens of Gothenburg and people from all over the world contributed. Everyone was able to post ideas.

[goteborg2021.com](http://goteborg2021.com)

Check out our website, [goteborg2021.com](http://goteborg2021.com), to learn more and watch the films showing how we collected the ideas.

# WE'RE WORKING FOR 2021 – SEVEN PERSPECTIVE GROUPS.

**Seven work groups approached the issue from different perspectives, which developed out of the survey of important issues and fields that are relevant to the future of Gothenburg.**

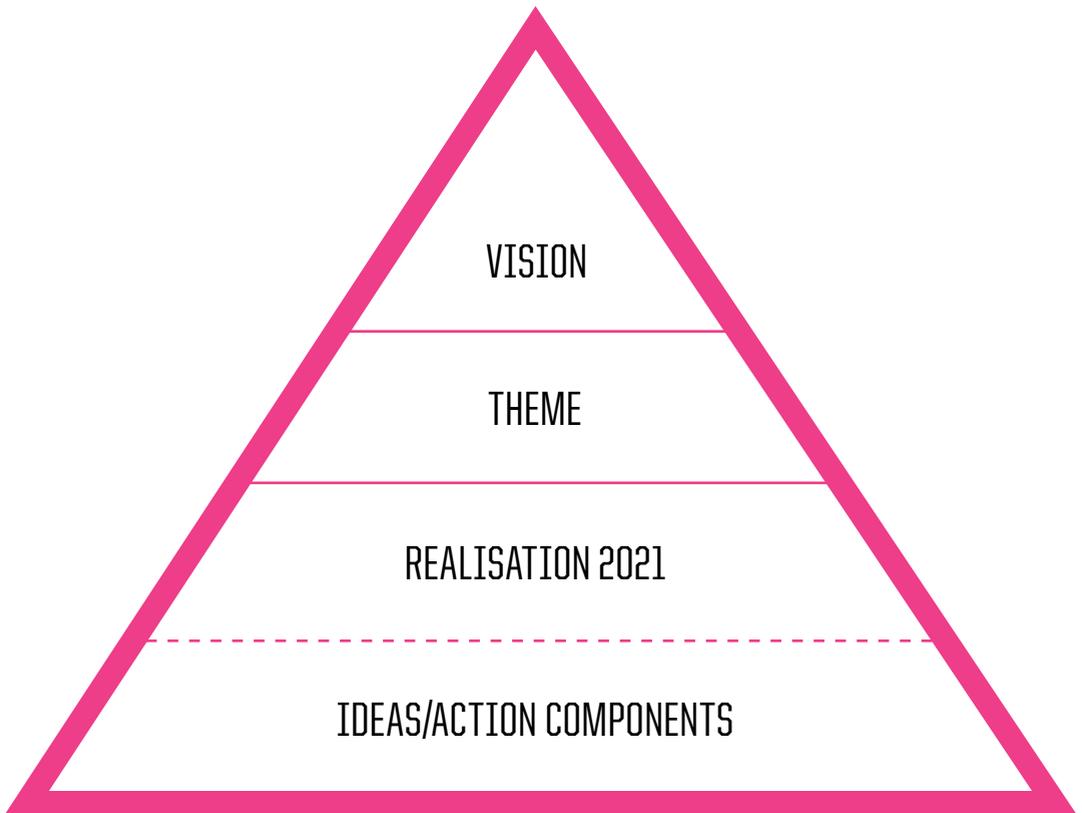
The groups spent nearly a year working to answer the question of how our 400th anniversary celebration can make an international impression for the future.

1. The Green City
2. City of Culture
3. City of Learning
4. City of Youth
5. City of Experiences
6. City of Growth
7. The Open City

Our ambition in putting together these groups was to reflect the breadth of the community. The city, region, academia, business, the public sector, organisations, clubs and associations are represented. The members are of both sexes and a wide range of ages, experience and background. A total of 139 participants were involved, with a chairperson for each group. And of course the individuals have their own contact networks, creating ripples on the water that spread throughout the city. The networks within and between the groups also grew over time.

The groups discussed, generated ideas, evaluated, sorted and reported. They added in existing initiatives, linking them to 2021 and sometimes giving them a new context and an additional boost. Ideas from the dialogue portal were also provided to the groups to enhance their discussions.





Each group was asked to develop an image of the future with a theme and concrete ideas. The perspective groups met on six occasions, using a proven working method in which all members of the group are invited to participate actively regardless of previous experience.

## WHO WAS INVOLVED?

**The members of the perspective groups had a range of backgrounds and experiences. This created lively group dynamics and reflected the breadth of the community.**



2Entertain  
2GEN  
Sixth Swedish National Pension Fund (AP Fund)  
ADA  
Allégården Pensioners' Association  
AstraZeneca  
Consultants on the interests of children (Barnkonsulenter)  
Braganza  
Business Region Göteborg  
Camino magazine  
Centre for Schools Development  
Central River City  
Centre for Tourism, School of Business Economics and Law Centre for Urban Studies, University of Gothenburg  
Chalmers University of Technology  
CIP Professional Services  
Clarion Hotel Post  
Coacha unga, Gothenburg  
ColorCode  
Credendum  
DB Schenker  
Young Academy, Konstepidemin  
Double Happiness  
Drivhuset  
Ekocentrum NGO  
Swedish Property Federation  
Forsman & Bodenfors  
The Foundation for the Culture of the Future  
Framtidsfrön youth enterprise initiative  
Fresh Fish  
Nature and Youth Sweden  
Global College  
Google  
GotEvent  
Gothia Cup  
Grunden Association  
Göteborg Energi  
Gothenburg Film Studios  
Association of Student Unions in Gothenburg

Port of Gothenburg  
City of Gothenburg  
City Museum of Gothenburg  
Gothenburg City Theatre  
Gothenburg Symphony Orchestra  
University of Gothenburg  
Gender Studies, University of Gothenburg  
The Göteborg Opera Ballet  
LGBTQ Festival  
Higab  
Istore  
Equality and Diversity Group  
Karin Nyquist Arkitektkontor  
Kock & Vin / Gothenburg Restaurant Association  
Comedian  
Concert organiser  
KulturUngdom  
Gothenburg Culture Committee  
Lindholmen Science Park  
Liseberg amusement park  
me&do  
MIG, Marketing Association in Gothenburg  
Mistra Urban Future  
Mobile Art Production  
Music studies, Hvitfeldska College  
Swedish Society for Nature Conservation  
Parks and Landscape Administration, City of Gothenburg  
Partille Cup  
Peab  
Prickig katt  
Quadriceps  
Renova  
Riksbyggen  
Rum för ung kultur youth culture initiative  
The Röhsska Museum of Fashion, Design and Decorative Arts  
S2020 City of Gothenburg  
Schlaich Bergemann und Partner  
SGS Studentbostäder

Society for Organizational Learning  
Sport & Evenemang  
City Planning Office, City of Gothenburg  
Stadsjord  
Stena Line  
Stena Recycling  
Sten A. Olsson Foundation for Research and Culture  
Student, School of Design and Crafts, HDK  
Super Sustainable City  
Swedavia  
Svensk Handel  
SP Swedish Technical Research Institute  
The Soundtrack of Our Lives  
Traffic & Public Transport Authority  
The Swedish Transport Association, The West Swedish Package  
Youth Council, City of Gothenburg  
Youth Networks, City of Gothenburg  
Utopia  
Wallenstam  
Business developer  
White Arkitekter  
Wingårdh Arkitektkontor  
Volvo  
Volvo Car Corporation  
Volvo Technology  
Museum of World Culture  
Region Västra Götaland  
West Sweden Chamber of Commerce  
West Sweden Tourist Board  
Ålvstranden Utveckling  
Ånglagård School  
Self-employed people and free players like bloggers, economists, entrepreneurs, experts, authors, prominent figures, motivators, comedians, concert arrangers, musicians, accessibility advisors, business developers.



# WE'RE AIMING FOR 2021.

## Administrations and companies.

**Local government administrations and companies in the City of Gothenburg are also aiming for 2021. These groups have great knowledge and experience and many ideas for the future.**

By getting the heads of all administrations and companies involved, we create a broad base working on the issues the city faces for 2021. A workshop was held in which six work groups developed common goals, strategies and success factors. Each group has consisted of representatives from district administrations, specialist committee administrations and companies. The results were included in the summary.

Angered district administrative office  
Askim-Frölunda-Högsbo district administrative office  
Boplat Göteborg AB  
Bostads AB Poseidon  
Business Region Göteborg AB  
City centre district administrative office  
Familjebostäder i Göteborg AB  
Property and Land Management Office  
Special Transport Service administration  
Försäkrings AB Göta Lejon  
Förvaltnings AB Framtiden  
Förvaltnings AB GöteborgsLokaler  
GotEvent AB  
GREFAB  
Gryaab AB

Gårdstensbostäder AB  
Göteborg & Co  
Göteborg Energi AB  
Göteborg Vatten  
Göteborgs Egnahems AB  
Göteborgs Gatu AB  
Göteborgs Hamn AB  
Göteborgs Spårvägar AB  
Göteborgs Stad Bostads AB  
Göteborgs Stads Upphandling AB  
Göteborgs Stads Parkerings AB  
Gothenburg City Theatre  
Higab Group  
HjällboBostaden  
Sports and Associations administration  
Intraservice  
Kommunleasing AB  
Gothenburg Consumers' Organisation  
Ecocycle Office  
Gothenburg Culture Committee  
Lindholmen Science Park AB  
Liseberg AB  
Premises administration  
Lundby district administrative office  
Majorna-Linné district administrative office  
Environmental Protection Committee  
Norra Hisingen district administrative office  
Parkeringsbolaget  
Parks and Landscape Administration  
Regional Archives  
Renova AB  
Social Resources administration  
City Planning Office  
Gothenburg City Executive Office  
City Accounting Office  
Environmental Health Office (noise)  
Traffic & Public Transport Authority

# WE'RE WORKING TOGETHER FOR 2021.

## Planned and ongoing projects.

**Building on what we already have is a basic tenet of everything we do. The aim is to take advantage of already planned and ongoing projects that are of importance to Gothenburg 2021.**

We have maintained a continuous dialogue with many players throughout the city, such as Central River City, the West Sweden Chamber of Commerce, Vision Angered and the Culture Committee's 400th anniversary initiative. The goal is to enhance plans, add knowledge and perhaps above all, to benefit from one another's processes. The structure of the working model also allowed us to incorporate new initiatives and groups.

Analyses for the construction of the arena  
Bergsjön 2021  
Visitor industry in Gothenburg  
Näckrosen Campus  
Central River City  
Entreprenörsjakten (Entrepreneurial Chase)  
2011  
The Family Care Foundation  
Global Forum  
Green Gothenburg  
Gothenburg's foundations  
Sustainable growth region, Business Region  
Göteborg  
Jernhusen - RegionCity  
K2020  
The Creative City, House of Win-Win

The Role of Cultural Institutions in 2021  
project, Gothenburg Culture Committee  
Knowledge Gothenburg – historic book project  
Trade & Industry Group – Göteborg & Co  
The Swedish Ship Götheborg  
Gothenburg Shopping Project  
Integration and Community Spirit Council  
– City of Gothenburg  
Röda Sten Art Centre – vision project  
S2020  
Skanska's vision project  
Stora Hamn Canal (Stora Hamnkanalen)  
Student Göteborg 2011  
Sustainable Gothenburg  
Safe, beautiful city  
Citizen outreach dialogue – City of Gothenburg  
Utveckling Nordost AB  
Wake Up, Gothenburg! Project  
Vision 2020 – University of Gothenburg  
Vision 2050  
Vision Angered  
Vision from the Western Sweden business  
community: "Western Sweden without  
boundaries", VHK  
Vision for Avenyn  
The West Swedish Package  
Vision VGR – the good life  
Education administration  
Adult Education administration  
Western Gothenburg district administrative  
office  
Western Hisingen district administrative office  
Älvstranden Utveckling AB  
Örgryte-Härlanda district administrative office  
Eastern Gothenburg district administrative  
office  
Chief Guardian administration

# GÖTEBORG & CO

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# PROJECT MANAGEMENT.

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**Göteborg & Co have been in charge of the process and responsible for the overall picture. This includes coordination, dialogue, compilation and communication.**

The project management has provided regular information to the general public, the perspective groups, other groups and the politicians in the reference group, the City Executive Committee and the city council. The information was provided through personal meetings and regular reports on the website. At the same time, a dialogue has been maintained with professional advisors in various sectors. In addition to the project groups, a large number of employees at Göteborg & Co have worked on the assignment. Fourteen company representatives participated in the perspective groups.

#### Gothenburg 2021 project team

Therese Brusberg	<i>Project manager</i>
Marie Anfinset	<i>Dialogue portal editor</i>
Linn Enckell	<i>Marketing coordinator</i>
Anders Fahl	<i>Webmaster</i>
Anna Forsgren	<i>Summary coordinator</i>
Lena Hamberger	<i>Structure and idea book</i>
Anders Johansson	<i>Media coordinator</i>
Birgitta L-Öfverholm	<i>Public and business relations</i>

Company representatives: Joakim Albrektson, Niklas Delersjö, Anniela Forsell, Stefan Gadd, Annika Hallman, Eva Henricsson, Mathias Hultgren, Lennart Johansson, Henrik Jutbring, Sofia Lindberg, Mia Samuelsson, Anki Sande, Ossian Stiernstrand, Christian Westerberg.

In addition, several employees, external advisors and consultants have been involved, including: Louise Brodin, Agneta Forshufvud, Anders Franck, Siw Franzén, Martin Fritz, Niklas Hellerstedt, Åke Magnusson, Martin Sande, Björn Siesjö, Jenny Skånberg, Carina Thorsson, Diana Uppman.

## POLITICAL REFERENCE GROUP.

The political reference group consists of one representative of each party in the City Executive Committee. The aim was to establish broad-based support for a long-term effort.

The assignment to Göteborg & Co included a statement that the existing committee for the anniversary celebration will be transformed into a political reference group. The group's task was to monitor and comment on Göteborg & Co's work. Some representatives in the group were replaced during the course of the project.

#### Gothenburg 2021 political reference group

Mariya Voyvodova, <i>chair</i>	(S)
Axel Darvik	(FP)
Birgitta Degerström	(V)
David Lega	(KD)
Mikael Malm	(MP)
Joakim Olinder	(M)



Top row: Anna Forsgren, Anders Fahl, Linn Enckell. Bottom row: Anders Johansson, Birgitta L-Öfverholm, Therese Brusberg, Lena Hamberger, Marie Anfinset.



From the left: David Lega, Joakim Olinder, Mikael Malm, Mariya Voyvodova, Axel Darvik, Birgitta Degerström.

# HOW WE DID IT!

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**Thousands of exciting ideas, suggestions and concepts have come up through the Gothenburg 2021 process, everything from concrete focus areas and physical projects to attitudes and principles.**

One important task for the project management was to capture the big picture. It involved a lot of listening and compiling in order to give a fair picture of the proposals of the different groups, determine common traits and patterns and present them.

The ideas from the public are being published in a book, 1,680 Ideas about Gothenburg's 400th Anniversary. This contains all the information collected through the open dialogue and the suggestions that were sent in to the dialogue portal. The ideas are grouped into chapters, sometimes shortened or combined with similar suggestions to facilitate reading. The book names all the originators of the ideas. It is available in printed and digital form. The ideas are also available in their entirety on the website, where they can be translated into many languages. All ideas from the dialogue portal will also be preserved for the future by the City Museum of Gothenburg.

The essence of the proposals from the seven perspective groups, companies and administrations and the significant focus areas identified in the ideas from the general public are described in this proposed work plan, which also includes ongoing vision projects, other initiatives and collaborative projects.

The complete reports of the perspective groups are found in the back of this book. You can read more about their work and proposals, as well as see a list of all participants.

Visit the website to see the entire proposed centenary plan, including the reports, in digital format, along with the appendices to the reports.

Other ideas have been saved to be further developed into a digital idea bank in the future.

All this material is a rich source of inspiration for our continued efforts.

Ideas from the public



IDEA BOOK

The essence of the perspective groups' suggestions  
Collaborative projects  
Primary themes from the public

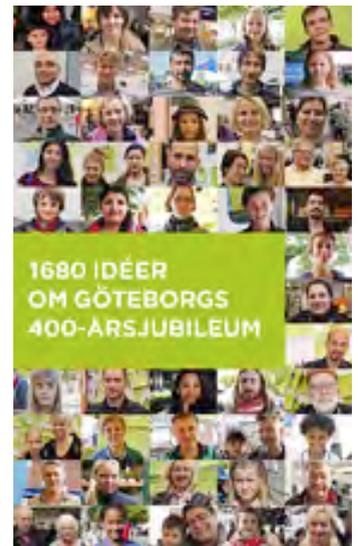


PROPOSED WORK PLAN

Other ideas from the perspective groups  
All other ideas we received



IDEA BANK



[goteborg2021.com](http://goteborg2021.com)

Read more about the entire work process and watch all the films here.





# REPORTS

These are the complete reports of  
the seven perspective groups.

# THE GREEN CITY

## OUR VISION

*In 2021 Gothenburg should be celebrated as an internationally recognised green city.*

### THE GREEN CITY – OUR DEFINITION

In this report the word green is synonymous with the now widely used term, sustainable development, adopted as a guiding principle by the countries of the world at the UN conference in Rio de Janeiro in 1992. Nations, local communities and companies must aim for development that is socially, ecologically and economically sustainable. Social sustainability is the goal, with the environment setting the limits and the economy providing the means.

Here, we focus primarily on the ecological dimensions of the sustainable development concept, but naturally also consider the social and economic aspects, since the three together form a whole.

### GOTHENBURG ON THE WAY TO 2021

We have discussed the required vision for 2021, we have examined promising current initiatives that could be brought forward in time for the centenary, and we have asked ourselves what is required in the way of guidance and management processes if Gothenburg is to succeed in establishing itself as a green city of international prominence.

A great deal can be achieved by 2021. We value the idea of not just celebrating then, but seeing the next ten years as an exciting, gradually unfolding journey of development. The 2021 initiative offers great opportunities. 2021 is a fixed, non-negotiable deadline. This creates a unique arena for creativity. And best of all: ten years is a sufficiently long time to turn ideas into action.

Good results can also be achieved in the short term, if initiatives, resources and political mandates are harnessed correctly. It has been done before, for the city's third centenary, for example. As far as green issues are concerned, we saw some very promising achievements during the eighties and nineties. Gothenburg has turned unpromising beginnings into green victories in the past<sup>1</sup>, so let's do it again.

At the same time, some of the current goals are unlikely to attract international attention, and in a few areas development is heading in the wrong direction.

So what is needed to make Gothenburg celebrated as an internationally recognised green city by 2021? We can see that many visions and goals have already been formulated, and that important and far-reaching projects are underway. But what we are aiming for is an even broader and deeper commitment in the city and the region as a whole. We are convinced that this is vital to provide the energy needed to transform and implement change. Building a greener Gothenburg will therefore largely be a question of mobilising and gathering resources, of political courage and business enterprise, of money and the willingness to work together, and of processes that begin at the bottom as well as the top.

We also need an updated programme of green training across the board, in companies and municipalities, among politicians and non-profit organisations. Schools in particular must be provided with sufficient resources to educate and build on children's knowledge and their willingness to get involved.

We are conscious that Gothenburg is a divided society, economically and socially. People also have different images of their city and their lives, and therefore different views on the matters we are discussing here. This naturally affects their involvement and willingness to contribute to the city's green development. All our suggestions are therefore highly dependent on the wide-reaching changes that will ultimately make Gothenburg more socially sustainable.

## Existing vision and planning documents

A number of carefully targeted and well-formulated vision and planning documents have been produced in the last five to ten years. The local environmental quality objectives that identify desirable future scenarios formed part of the basis for this work. The challenge now is to gather the energy to implement them. For example, we would like to see the following visions and

**Göran Carstedt**  
Chairman  
the Green City



See the presentation of the  
Green City proposals:  
[goteborg2021.com/  
presentationer/](http://goteborg2021.com/presentationer/)

plans put into practice, rather than creating new visions for the future.

- Gothenburg 2050 – Visions of a sustainable society<sup>2</sup>
- A good life – Vision for Västra Götaland<sup>3</sup>
- The energy-efficient city – Covenant of Mayors<sup>4</sup>
- Vision of a borderless West Sweden/100-listan<sup>5</sup>
- Comprehensive plan for Gothenburg<sup>6</sup>
- Local environmental quality goals for Gothenburg<sup>7</sup>, which is followed up in the annual Environmental Report
- Priority goals in the City of Gothenburg budget
- Environmental programme for traffic in Gothenburg
- Parking policy for Gothenburg
- Parks programme for the City of Gothenburg

## Green initiatives that have already been launched

There are a number of promising current initiatives with green ambitions for the coming ten-year period. The following list could be made longer, but already represents a series of major initiatives and investments from a historical perspective.

- River City Gothenburg<sup>8</sup> – vision project
- Kvillebäcken/Lindholmskajen<sup>9</sup> – urban development project
- The West Link<sup>10</sup> – infrastructure project
- K2020<sup>11</sup> – public transport development programme
- Mistra Urban Futures<sup>12</sup> – establishment of centre and arena for gathering knowledge on sustainable urban development
- Knowledge clusters<sup>13</sup> – concept for uniting resources in West Sweden
- Port of Gothenburg<sup>14</sup> – a stakeholder that follows a proactive environmental programme for its business

- A2020<sup>15</sup> – waste management plan for the Gothenburg region
- Landvetter Airport<sup>16</sup> – regional airport with interesting environmental initiatives
- Gothenburg Environmental Science Centre (University of Gothenburg and Chalmers University of Technology)<sup>17</sup> – establishment of centre to provide a network for environmental scientists
- GoBiGas<sup>18</sup> – a project to test and develop world-leading technology for producing biogas
- Green Plan for the City of Gothenburg<sup>19</sup>
- Environmental Plan for the City of Gothenburg<sup>20</sup>

## OUR MAIN PROPOSALS

### Profiling projects

1. Housing regeneration programme for Gothenburg – social and ecological regeneration
2. Gothenburg's Green Oases
3. The Green Gothenburg Journey
4. Fossil-free Gothenburg – technology and lifestyle
5. Waste-free Gothenburg
6. Eco-destination Gothenburg
7. Greener Schools

### Organisation and control

1. Green Secretariat/"green city council planning"
2. Green principles for guidance
3. Green economic planning, control and auditing
4. Climate plan
5. Green procurement
6. National and international contacts and partnerships
7. The story of Green Gothenburg

## PROFILING PROJECTS

*We propose that a number of profiling projects of national and international prominence are set up to run initially until 2021. These will be concrete, realistic projects that act as powerful catalysts and use innovative forms of cooperation to involve the residents of Gothenburg. A number of key partners have already been invited and agreed to take part.*

Several such projects are outlined below as answers to three questions:

- Why is this important?
- What could be achieved?
- How can we make it happen?

### Criteria for the projects

- International prominence
- Act as catalyst
- Concrete start date – in 2012
- Innovative working methods and forms of cooperation
- Involvement and participation of Gothenburg's residents

## 1. Housing regeneration programme for Gothenburg – social and ecological regeneration

There is no doubt that there is a long overdue need for regeneration of the areas developed in Gothenburg during the massive housing programme of the sixties and seventies. If we want to celebrate Gothenburg as a green city with international appeal in 2021, we must begin regeneration in these areas immediately. To succeed, we will require coordinated mobilisation, physical regeneration, a change in attitudes, a redirection of energy and social development. We have plenty of experience from regeneration projects such as Gårdsten, so why not take inspiration from them?

### Why?

Several residential areas in the suburbs of the city have high levels of unemployment, segregation and alienation. The housing stock is also run down and has unnecessarily high energy consumption of around 150–220 kWh/m<sup>2</sup> when 50–80 kWh/m<sup>2</sup> is achievable and much more energy efficient. This is a totally unacceptable situation in human, environmental and social terms. Right now, and increasingly so in the future, it is creating a divided Gothenburg.

### What?

Experience from areas such as Gårdsten shows that a broad approach, with close involvement of residents, is essential for the success of regeneration projects in relation to finance, organisation and the process as a whole. The proposal centres on selecting one or a few of these areas and implementing a powerful programme of regeneration by the year 2021.

Key factors based on past experience <sup>21</sup>:

- Comprehensive approach right from the start
- Survey the area thoroughly in advance
- Clear owner's directive
- Set up a development company
- Unconventional organisation
- Initiated by an outsider

Possible area: Backa Brunnsbo.

Finance: Through borrowing by the district and future savings potential.

**How?**

The focus must be shifted from simply improving energy efficiency to broader social and physical regeneration. We will use the skills and experiences that exist in Gothenburg. The initiative could be taken jointly by trade and industry, the West Sweden Chamber of Commerce and the city. We propose that the city council gathers a wide group of stakeholders to launch the process in 2012. Socioeconomic costing should be carried out to show the costs to the City of Gothenburg if the former "Million Programme" areas are not regenerated, compared with the benefit to the municipal economy if the city does implement the proposed investments. The costing exercise is an essential element in obtaining the investment needed. This ought to be one of the central unifying initiatives for 2021.

**2. Gothenburg's Green Oases**

Gothenburg's parks, waterside area, natural areas and urban mosaic have the potential for improvement to achieve greater ecological, economic and social sustainability. By creating more green spaces and green ways of better quality, content and variety, it is possible to create attractive environments for everyone.

**Why?**

There is no shortage of parks or grassy spaces in our city, but improving their quality and variety could make the city more attractive to everyone. Very few spaces are used for cultivation or grazing, for example. By improving the existing green spaces, and in some areas extending them or adding new waterside areas, we can make them even more attractive, varied and bio-diverse, and create new "oases" for exercise, relaxation and recreation. This encourages the involvement of residents and gives a clear message of Gothenburg's ambitions to become an internationally recognised green city.

**What?**

We propose a number of projects that are built on recycling, ecosystem services, biodiversity, the efficient use of natural resources and the creation of opportunities for people to choose a more a more sustainable way of life:

- Ecological acupuncture.

Green micro-projects in which asphalted areas are transformed into leafy meeting places. This will engage property owners, residents and the city, as well as adding tangible value for the local community.

- Urban right to roam.

Support will be given to initiatives to create allotments and neighbourhood greenhouses in unused spaces around the city. These projects will add value to the community, particularly in areas that have previously been inaccessible to the public, such as demolition sites.

- A tree a day.

A tree will be planted in Gothenburg every day until 2021.

- Riverside city park.

A new central riverside park will be built as part of the development of Frihamnen, placing the emphasis on biodiversity and opportunities for recreation. This will be combined with the expansion and renovation of parks within 300 metres of housing, where needed.

- Green corridors.

Existing green spaces, such as Gothenburg Botanical Garden and Slottsskogen city park will be linked by green corridors. This will provide opportunities for more diverse flora and fauna to thrive in the city. Squares, schoolyards, car parks, roofs and other urban environments will also be enriched with green areas that tie Gothenburg together as a sustainable ecological community.

**How?**

The projects are run in collaboration between the city, private property owners and residents. The Ecological Acupuncture, Urban Right to Roam and A Tree a Day projects can be started immediately. They can be presented to property owners who can put them into action on their land with the support of the city. The Riverside City Park and Green Corridors projects require a more complex organisation and decision-making process, but ought in principle to start in 2012 and be coordinated with the Green Plan for the City of Gothenburg.

### 3. The green Gothenburg journey

Imagine if Gothenburg, which was originally a typical car-centred city, could switch to a modern sustainable transport system! Gothenburg 2021 has a cityscape in which cars are given less space and the streetscape is designed so that everyone, including children and the elderly, feel welcome and safe.

#### Why?

The transport sector accounts for roughly one-third of our emissions of carbon dioxide and is the single largest source of emissions of harmful substances. Transport also takes up a great deal of land, while roads and railways fragment our landscape. Reducing the environmental impact of transport is therefore a central aim. A sustainable transport system needs to limit the growth in journeys as well as making vehicles more fuel-efficient and powered by renewable energy. This leads to conflicting demands, since our present economic systems are often based on steady growth in personal travel and freight. Solving this conflict will require special efforts in Gothenburg, since we have an unhealthy high level of car use and the average Swedish car is among the thirstiest in Europe.

European manufacturing can only be truly competitive when freight can move seamlessly and painlessly between different modes of transport and across borders. In the case of Swedish manufacturing, Gothenburg serves as a vital hub. Ensuring that this hub continues to work, and that Gothenburg can assert a green profile in general, requires collaboration and large investments in infrastructure.

#### What?

Gothenburg 2021 offers new opportunities for getting around. Bike usage has doubled in ten years. A bike share system and car pools subscribed to by 15 per cent of city residents form a natural part of public transport in terms of booking, payment and marketing. By 2021 we should be able to show how travel habits have transformed Gothenburg from a traffic-congested city into a green city where public transport, bikes and pedestrians have taken over from cars. The proportion of car journeys will have fallen from the current level of around 50 per cent to one-third of the journeys made.

The number of car-kilometres driven will also have fallen by around 10 per cent.

Space priorities in Gothenburg will have changed. There will be more space for pedestrians, bikes and public transport, while cars will have a smaller claim on urban spaces. The city will have a united attitude towards building and transport: urban sprawl and retail expansion into out-of-town shopping centres will be a thing of the past.

City logistics will become more effective as a result of collective freight transport, access to dedicated lanes, and deliveries that are coordinated by using c/o addresses. Modern hybrid vehicles that use new IT solutions can also contribute to a more sustainable environment.

In cooperation with other modes of transport, Gothenburg Landvetter Airport will have continued to develop as a link between local and global public transport networks. The airport is committed to reducing the environmental impact of air travel and maintains its global lead in environmental initiatives.

#### How?

- Changing travel habits

The change in travel habits has been driven locally by targeted initiatives and incentives. It has also been aided by national and international incentives, such as changes in car travel allowances and sharp rises in the price of crude oil. Key initiatives and reforms aimed at changing travel habits include congestion charging, increased parking charges and time limits on parking, transport plans introduced by all major employers and businesses, and the prioritisation of streets in favour of pedestrians, cyclists and public transport.

New developments in Gothenburg will also be concentrated in central districts that have good public transport links. Improvements in the speed, capacity and attractiveness of public transport, as well as new solutions and services for cycling, naturally also play an important part in creating new transport opportunities.

Guaranteed ease of access for buses will be provided by new bus lanes within and outside Gothenburg, created in central districts by taking road space from cars. The speed of public transport will be improved by extending bus and tram routes from Brunnsparken and central Gothenburg<sup>22</sup>. A new route will be introduced

via Skånegatan, Allén, Järntorget and further west, for example, to tie in with public transport at Älvstranden through a tunnel under the river near Stigberget. Gothenburg will take the opportunity to clearly publicise its commitment with a new automated, elevated rail link joining Korsvägen, Gårda, Centralen, Backaplan and Lindholmen. This will tie in new routes with poor public transport, increase capacity in Norra Älvstranden and provide links across the river. The elevated rail link will be supplemented by a cable car from Korsvägen to Chalmers University of Technology, and from Chalmers to Lindholmen. A cable car link will also be built in the north east to provide closer links with outlying districts of the city. One high-profile project is the new automated link between Korsvägen, Centralen, Backaplan and Lindholmen, which will open in 2021. A public transport ticket incorporated with event tickets will make travel easier.

By 2021, Gothenburg will also have one of the smartest bike share systems in the world, with users able to pick up and leave bikes anywhere in the city. In central Gothenburg, new cycle ways will give cyclists a larger share of street space, and road layout will be modified to give higher priority to cyclists and pedestrians. The new bike-friendly river shuttles will also give a boost to cycling in the city centre. In readiness for 2021 an arch carrying gondolas will be built across the river to Lindholmen, near Stenpiren. This semicircular “Gothenburg Wheel” will provide a further link across the river for pedestrians and cyclists, without creating a barrier to sea traffic.

- New technology

In parallel with the changes in habits there will be continued commitment to developing new technology and alternative renewable fuels. Electric drive systems have achieved the biggest breakthrough in buses and bikes, thanks partly to procurement requirements.

On the busiest routes, for example, 35-metre-long, triple-articulated electric buses with wheel motors offer the same capacity as trams – a world-first from Gothenburg. Biogas is produced locally in Gothenburg<sup>23</sup> and is used by some of the vehicle fleet.

- Greener air travel

Gothenburg Landvetter Airport follows the combined strategies of environmentally smart air routes, a greener airport and environmentally smart travel as its contribution to the Green City. By 2021 this has resulted in modern aircraft that use significantly less fuel and more environmentally smart air routes.

Reductions in energy consumption, electricity generation from solar panels, new vehicles, alternative fuels and increased public transport are examples of the measures that have helped the airport to achieve its zero-emission goal for its own operations. Improving land-based public transport is a two-stage process. In the short term this is achieved by improving public transport by bus, and in the longer term by providing a rail link to the airport.

- Changes in freight distribution

The proportion of container freight that is carried by rail<sup>24</sup> to and from the port has increased by 2021 as a result of environmental charges imposed on road freight. This means there are now regular rail freight services to the city from a distance of 100 kilometres and that the remaining road freight uses the best environmental alternatives.

New opportunities for regulating road freight favour new electric and hybrid drive vehicles, while new city distribution schemes have been created, partly as a result of procurement regulations.

Direct freight distribution to consumers has increased markedly and is now coordinated and efficient. Increased fuel prices and requirements for green transport plans have given a boost to e-commerce systems at the expense of out-of-town shopping centres, while new housing developments are designed to facilitate the receipt of goods.

Neither the city nor freight carriers can create the Green City without the help of its residents, in this case in their role as recipients of goods and parcels. Businesses in the inner city in particular can make a big difference, by cooperating with neighbouring businesses and acquiring c/o addresses.

## 4. Fossil-free Gothenburg – technology and lifestyle

Gothenburg needs to accelerate development towards a fossil-free energy supply by 2030. The goal is that by 2021 we should at least be able to celebrate reaching the halfway mark. The solution lies in lower-impact lifestyles combined with new technology.

### Why?

Global warming and its negative consequences must be halted. Sweden as a nation has promised to reduce its greenhouse gas emissions by 40 per cent by 2020. By 2050 the municipality of Gothenburg must have a fair and sustainable level of carbon dioxide emissions, and it will take far-reaching changes in our systems to achieve this. The city of Gothenburg and its residents can and must contribute by progressively replacing oil, petrol, diesel and natural gas with renewable forms of energy, and by using energy more efficiently in homes, the transport system, businesses, the food supply chain, public sector and individual consumption.

### What?

Göteborg Energi, the municipal energy company, has drawn up a preliminary scenario, which shows that the city could in principle be independent of fossil energy by 2030. This would however require major changes in the way we produce and consume goods and services<sup>25</sup>. By the centenary year of 2021 we ought to be at least halfway towards our goal of a fossil-free city. The city executive committee should however confirm interim targets in 2012 that will commit the city organisation to become totally non-reliant on fossil energy by 2021.

### How?

To reduce dependence on fossil energy – and the resulting climate impact and vulnerability of our energy supply – the city must quickly implement a series of measures. These range from improving energy efficiency and using renewable energy in the transport and housing sectors, to lower-impact lifestyles that favour non-material consumption, such as culture and experiences, rather than goods.

This is primarily a presentation of our suggestions for housing and consumption (see point 3 for transport).

- **Technology:** Improving efficiency and increasing the share of renewable energy

We want the city to impose clear requirements on the municipal housing companies and Göteborg Energi to systematically and cost-effectively reduce the total energy consumption of our housing stock. Long-term agreements with housing companies and with industry are an effective way of achieving goals with the backing of the city. A start should be made in 2012 in one or more of the “Million Programme” areas, where concrete targets should be set. This should be supplemented by renewable electricity generation, for example by combining solar panels on walls and roofs with wind turbines.

Electricity must be used more efficiently so that consumption can at least be held at today's level despite increasing use of electric cars and appliances. This can be achieved by reducing electricity use in the domestic and service sectors, and using it instead in the transport sector<sup>27</sup>. One such measure is to convert homes that use electric heating to other forms of heating.

Göteborg Energi estimates in its scenario that the city could itself generate 2TWh of renewable electricity by 2021. This would be achieved using the biofuel combined heat & power plant in Rya, but would also require an increase in wind farms around the region. A major commitment to solar panels would also be needed, installed for example on roofs and walls in the city<sup>28</sup>. To encourage property owners to make such investments the municipality would need to introduce a feed-in tariff system (the largest single factor behind the high uptake of solar panels in Germany)

- **Lower-impact lifestyles:** the One Tonne Life project
- Together these technical solutions will form a good basis for a fossil-free Gothenburg. They are not enough alone however, and will need to be combined with incentives to encourage residents of Gothenburg to lead lower impact, climate-smart lifestyles.

The One Tonne Life offers an interesting approach. This builds on an estimate by climate researchers that to safeguard a sustainable future each person on the

planet should not contribute more than about 1.5 tons of carbon dioxide per year to total global emissions.

Today the average Swede generates emissions of 7–10 tons per year, which is ecologically unsustainable.

A One Tonne Life project took place in Sweden in 2011<sup>29</sup>. The goal was to measure<sup>30</sup> and step by step try to reduce a family's carbon dioxide emissions to one tonne per person per year. A show house was set up at the Swedish Exhibition & Congress Centre, and in Stockholm a family lived for a while in a detached house to demonstrate that the project could be conducted in real life and in full scale.

We propose that the city runs a number of One Tonne Life projects in suitable areas of the city until 2021. These will bring together technology and expertise in more sustainable, climate-smart food consumption, transport and housing in a measurable whole, based on the commitment and participation of residents. The method and results can then be presented for other residents. As a reward for achieving their goal the participants in the project could, for instance, be given a travel card for public transport or a discount card for experiences that have minimal impact on resources and the environment, such as concerts, the theatre or a training course.

## 5. Waste-free Gothenburg

In the green city of Gothenburg there is no waste in 2021. Everything is reused and recycled as part of the sustainable cycle. The starting point for waste management in Gothenburg is to actively contribute to long-term sustainable growth.

### Why?

The connection between growth and increasing waste must be broken. Our guiding documents are the EU Framework Directive, the national waste plan, the regional waste plan A2020 and the local environmental quality objectives relating to waste management, such as a Toxic-free Environment and A Healthy Built Environment<sup>31</sup>. The guiding principles for this work come from the STEP initiative, with the final step representing the ultimate goal – the prevention of waste.

### What?

To succeed in minimising the quantity of waste, all city residents must be involved and play their part. The municipal waste management company, Renova, aims to contribute actively by improving the city's waste management systems and finding ways to use the waste that is produced despite our efforts.

Waste is a resource. This means that all waste should be reused or recycled, and that all food waste is used to generate biogas. Anything that cannot be reused or recycled in some other way will be used to generate green electricity and climate-smart district heating.

The treatment plant for food waste and organic waste that was commissioned in early 2012 enables large volumes of waste to be moved one step up on the waste steps. Encouraging residents to recycle more organic waste will allow us to produce more biogas.

- By 2021 we will have halved the amount of household waste compared with 2011, which will make us the most successful city in Europe in reducing household waste.
- By 2021 we will have developed a robust system for recycling.
- By 2021 all residual waste will be used to produce electricity, district heating and biogas.
- By 2021 all waste will be collected by electric hybrid vehicles or vehicles powered by biogas that greatly reduce climate impact, and Gothenburg will probably be the first city in the world to achieve this.
- In 2021 we will have improved energy efficiency in waste management by at least 20 per cent compared with 2011.

### How?

The road to sustainable growth in the region is through close collaboration between society, business and the academic world<sup>33</sup>. One important aspect is communication; motivating people and spreading knowledge.

- Residents of the city must actively advocate and seek opportunities for increased recycling<sup>34</sup>.
- Demand will grow with awareness. Responsible decision-makers in waste management will strive to increase awareness and find user-friendly solutions for increasing reuse and recycling.

- Clear goals are set, deliberate plans are prepared and progress is monitored by the municipality and those who use waste services.
- Users of waste transport and management services give high priority to environmental requirements when specifying requirements for contractors.
- Businesses in our region must see the benefits of taking responsibility for the environment. As a result they demand and in some cases are willing to pay extra for environmentally sustainable waste management. They can then use these activities in their marketing to increase competitiveness.

Renova has been making a contribution for many years, by working closely with the city and businesses, and through extensive training activities, including an environmental school for upper secondary students.

Renova also plays an active part in other areas where it has opportunities to influence others, even if they are not directly involved in waste management. One example is development work in the field of alternative vehicles and vehicle fuels. Successful collaboration with various partners has promoted the development of new, low-emission refuse collection vehicles and renewable fuels.

## 6. Eco-destination Gothenburg

If Gothenburg is to achieve international prominence by 2021, it must be able to offer its visitors experiences that highlight the many opportunities of the Green City.

### Why?

To continue to be a successful city for meetings and events in the future, Gothenburg needs to focus efforts on sustainability issues. The executive of Gothenburg's Environment Administration, Göteborg & Co and the Swedish Exhibition & Congress Centre have therefore agreed that destination Gothenburg should serve as a role model and take responsibility for sustainability issues.

### What?

This work covers a number of areas:

- Development of a new standard, ISO 20121, for sustainable events.
- Environmental activities/certification by Göteborg & Co.
- Collaboration on Sustainable Gothenburg, a project that unites all relevant stakeholders in the meetings and events industry in a commitment to sustainability.
- Development of the Green Meeting Industry Council, of which Göteborg & Co is a co-founder. The aim is to create a platform that enables purchasers of meetings, suppliers and other stakeholders in the meetings industry to work together for sustainable development, and reinforces Sweden's lead as a sustainable meeting destination.
- Creating interesting "experience products" based on nature and the Green City. Giving other types of events a green slant, in the same way as Way Out West, for example.
- Investing in Green Gothenburg, an existing project that could be scaled up to become the communication and partnership organisation that Gothenburg needs on green issues.

**How?**

The process has already started. Stakeholders in the tourism industry are working together on a common strategy to take responsibility for sustainability issues. Göteborg & Co has been assigned to lead this work, which is managed by an advisory board and steering committees made up of key individuals in various clusters. This encourages a positive chain of development. Providers of meetings or events must meet specific environmental requirements. In parallel with implementation, attention must also be given to training and other means of supporting industry stakeholders during the process of change. The Ekocentrum NGO could serve as a resource for these activities. The same applies to groups of foreign visitors, who could quickly be given an informative, themed overview of the wide range of success stories in West Sweden.

By evaluating Green Gothenburg's development opportunities, and including academia and industry, an organisation for strategic communication and collaboration could be set up in 2012.

The keys to success include:

- A clear mandate and political support.
- Shared ownership by the city, industry and academia.
- Clear benefits to business.
- Measurability, using parameters such as number of articles in the world press, number of completed study visits, number of congresses, position in ranking lists, successful export deals, events arranged for residents, number of visitors, etc.

**7. Greener schools**

Green Gothenburg needs to raise the profile of environmental and sustainability issues in schools and generate renewed involvement and confidence in the future through dialogue with the younger generation.

**Why?**

If Gothenburg and the region are to succeed in becoming a shining green example, we need to make a strong commitment to enlist the help of the next generation of residents. We need to listen to the concerns of children and young people and take note of the visions, concrete ideas and commitment that many of them offer. Young

people need to be seen and given a voice, as well as being able to acquire a good understanding and insights, not least through school.

**What?**

We propose that over a ten-year period leading up to the 2021 centenary, the city takes systematic steps to improve the level of skills and quality of teaching in Gothenburg schools in subjects relating to sustainable development.

This is about making local school plans greener, enhancing and focusing on sustainable development in teacher training and, where needed, providing schools with appropriate equipment that gives greater depth to lessons and brings them alive. Teaching should also tie in with the exciting developments taking place in the Green City of Gothenburg, including study visits to sites and to different environments, as well as information on projects for 2021.

A long-term partnership with the city's universities – in their third role – and local businesses should also be developed. This will allow us to offer teachers and pupils the latest news in areas such as energy and environmental research, and show how sustainable development can be achieved using practical, local examples.

Technical staff in schools should be given appropriate training and resources to improve energy efficiency and improve the environmental performance of school buildings. In many cases it should be possible to plant trees, shrubs and garden plots in schoolyards, an ambition that could conveniently be incorporated in schools' green curriculum.

**How?**

The green secretariat/"green city planning council" (see below) ought to be the coordinating body behind this project, which could conveniently take place in close cooperation between the relevant committees, schools, teachers and pupils. Perhaps a small number of high-profile projects could be initiated to test and communicate good ideas.

For example, the work of the Premises Administration on school premises, energy issues and refurbishment could be linked to local teaching in the schools involved. This should be done in an innovative, interdisciplinary way!

## ORGANISATION AND GUIDANCE

*As already mentioned, we see the main challenge for 2021 as generating the necessary support for change and implementing initiatives – turning words into action. This is about mobilising and focusing efforts, about participation and commitment. We believe that one of the requirements for this is improved organisation and guidance on green issues. We therefore have seven proposals in this area.*

### 1. Green secretariat/ “green city planning council”

The city of Gothenburg should set up a green secretariat/“green city planning council” that answers directly to the City Executive Committee and has the main task of providing an overview, coordinating, communicating and managing process-led environmental initiatives in Gothenburg. The green city planning council should be seen as supplementing the tasks already assigned to the various administrations and companies. It can be made up of a smaller group of four or five people and ideally consider sustainability issues in both the short term and long term.

For a number of years the city has been involved in environmental initiatives that are progressive in many ways and reflect the level of motivation, cooperation and willingness to change. The problem, however, is that this work is not coordinated, which means that the work done does not realise its full potential. Gothenburg has also found it difficult at times to reach out with its initiatives, since no one has clear responsibility for the “bigger picture”. From the guidance and management viewpoint it is also unclear who or which unit is responsible for driving development and suggesting measures that allow us to meet the politically agreed targets.

In light of the somewhat fragmented division of responsibilities<sup>35</sup> the group has identified a need for overall guidance, and suggests among other things the following central roles for the green secretariat/“green city planning council”:

- Coordinating, monitoring and communicating the city’s environmental initiatives. Making sure that the status of processes and projects is regularly updated, providing quality assurance and ensuring that synergies are exploited outside the relevant administrations.
- Gathering background information for climate plans, future visions and sustainability policies for the city.
- Developing the ongoing story of Green Gothenburg.
- Responsibility for business intelligence and international contacts.
- Lobbying activities – ideally in collaboration with other cities – to improve national and international sustainability efforts, including regulations and standards.
- Acting as a secretariat for the Gothenburg Award for Sustainable Development.
- Following up the environmental proposals for Gothenburg 2021 and other similar future projects.
- Assessing social return on investment<sup>36</sup>, including a local sustainability index.
- Receiving, collating and passing on green ideas from residents and others.

### 2. Green principles for guidance

We suggest that a number of green principles are established for guiding all activities up to 2021. Gothenburg’s transformation into a green city requires a long-term process approach to sustainable principles, not just individual actions. The important thing is to incorporate green elements in any project in which we choose to invest in the future.

The “Gothenburg 2050” project took place in 2001–2004. Its aim was to “develop long-term sustainable future images and scenarios that could form part of a foundation for planning and strategy development at municipal and regional level in trade and industry”. The project was based on good methods and brought together a number of skilled individuals and key organisations to develop a vision for a sustainable society. This work formed the basis of twelve comprehensive reports designed to assist in formulating local environmental quality objectives. There is a great deal of knowledge and experience that can be reused from this work and provide a platform for green initiatives leading up to 2021.

Inspiration and guidance can also be found in national (“The Natural Step”, etc.) and international models (“Living Building Challenge”, etc). Industrial and societal ecology is another example of a green principle. Our working group has presented documents that offer suggested planning principles for ecologically sustainable urban planning<sup>37</sup>.

### 3. Green economic planning, control and auditing

We propose, for example, that the green secretariat/“green city planning council” prepares calculations that analyse the effects of public/private green investment in areas such as environmental status, the growth of green businesses and green jobs. These assessments could conveniently be carried out in close collaboration with relevant groups in Gothenburg’s business community.

The city also needs to formulate and test local economic incentives such as charging and bonus systems that encourage investment and “sustainable behaviour”. A system of environmental auditing will be developed. This plays an important part in systematically following up on the decisions taken. This is especially important during the transition period, since the scope and responsibilities for key measures can often become unclear.

The city should also establish a green city index in cooperation with the universities that takes into account health and social wellbeing (along the lines of the Happy Planet Index or IESW index).

### 4. Climate plan

We suggest that the city establishes a detailed and comprehensive climate plan with international credibility. Despite global agreements and many good initiatives around the world, greenhouse gas emissions continue to rise, globally and in Gothenburg. We are therefore still part of the problem, not the solution. We need to develop a highly ambitious climate plan right now that sets tougher targets and ambitions, so that by 2021 we can look back on ten years of vigorous, focused efforts.

The city’s climate plan should initially cover the period 2012–2020 and be based on the established two-degree target. However, the plan should also set its sights on 2030, when Gothenburg must have reduced its emissions by 80 percent. We stress the importance of reducing emissions in terms of consumption figures rather than production figures, as are used now.

The climate plan will be in two parts:

- Emission reductions. Targets for reducing CO<sub>2</sub> emissions must show a high level of ambition internationally. It should also be possible to measure and monitor targets sector by sector, in other words for industry, transport, housing, consumption, food, travel, clothing and goods. This should be done in three-year periods and be broken down for different areas of the city.
- Climate adaptation. This involves measures such as preparing for sea level rises and more frequent rainfall and storms.

Gothenburg ought to be a model of transparency in the way it measures and reports progress. It should be easy to obtain updates, and reports should be published openly.

The climate plan is owned and applied by the green secretariat/“green city planning council” and could conveniently also be linked to the already adopted climate and energy targets of the Covenant of Mayors.

## 5. Green procurement

One valuable tool is public procurement. This enables the city and region to encourage development in a green direction, through the procurement of items such as clothing, computers, hot food for schools and assisted travel by taxi. Environmental requirements are already imposed in many areas, but it is often up to each “client” to choose the best environmental alternative. This demands time and relevant knowledge from many people. The level of ambition needs to be raised further with the goal of driving development so that only the best current products and services are bought and used. Public procurement also defines a clear path for purchasing and procurement in business and the private sector, which will be a powerful force for change in this context.

## 6. National and international contacts and partnerships

We propose that Gothenburg develops and intensifies its partnerships with other leading cities to compare, learn and gather inspiration, to provide a challenge and pass on what we learn. The city’s future is increasingly determined by developments outside our own borders. It is important to build deeper and closer partnerships rather than taking envious glances at whichever city happens to be this year’s hot topic.

We have already identified good role models and potential partners in cities such as Vancouver, Hamburg, Manchester, Portland, Copenhagen and Stockholm. Vancouver, for instance, has stated its ambition to become the greenest city by 2020. The city has set itself long-term goals to become a fossil-free city and a “Mecca of Green Enterprises” with the world’s cleanest air and drinking water, to minimise waste and improve access to unspoiled nature. We have looked closely at Vancouver’s working approach and believe there is a lot to learn from it<sup>39</sup>.

Gothenburg has unique opportunities over the next ten years to become an internationally attractive partner, through projects such as Central River City, centres such as Mistra Urban Futures, infrastructure projects such as the West Sweden package/West Link, awards such as the Gothenburg Award for Sustainable Development and visions such as Gothenburg 2021. This will help the city to attract intellectual and financial resources and start its “journey to international prominence”.

## 7. The story of Green Gothenburg

We suggest that the story of Green Gothenburg is told – yesterday, today and tomorrow – to engage people and create a sense of participation. Gothenburg needs to create a comprehensive, credible and attractive story about our ability and desire to develop green concepts and projects. The city also needs to become more widely known and identified as a green role model, nationally and internationally.

A well-told and well-founded green story will foster and deepen the commitment and awareness of the people of Gothenburg. It will also stimulate curiosity and goodwill beyond the city, which can lead among other things to new business ideas and enterprise, and growing exports of green goods and services from the city and region. By inviting residents, businesses and non-profit organisations to contribute their ideas, we can create our own shared story step by step – about what has already been accomplished, the exciting things that are happening now and how we want to shape the future together. The appendix, “From dark beginnings to green victories”, will give a brief review of the progress we have made in the past twenty years.

By identifying a meaningful image that unites people we can stimulate the will for change. The green dimension will be the central theme of the city’s story. By talking about our green initiatives we can make them real. If residents start to identify themselves with the region’s sustainability ambitions and take pride in them, this alone will create a tremendous force for change. The oral narrative is central to everyday life, but the story could also be manifested physically and digitally.

### Concrete ideas

- A live stream of green ideas. An initial list is attached.<sup>39</sup>
- Create a web portal that is open to anyone who wants to contribute green ideas. The green secretariat/“green city planning council” will assess these and incorporate them in a summary that will gradually be communicated to the outside world.
- Set up a physical site that showcases what is happening, perhaps an “Ekocentrum 2.0”?
- The Gothenburg Award for Sustainable Development is an important part of the story. This has world-class credibility and resources in the form of a long list of renowned award winners. Why not combine this with a local prize for individuals and organisations that have demonstrated leadership in the region?

## AND FINALLY

All our recommendations are really about using this ten-year period to rally around a meaningful task, a green social mission that concerns everyone. The aim is to set a challenge, give free reign to innovative energy and find new forms of cooperation that give as many people as possible the chance to feel involved. It is about taking the lead and setting an example for others. Many cities around the world can now see significant economic and environmental opportunities in the green transition. This is a competition for the green future, and we need and want to compete!

It is about acquiring knowledge and learning for the transition to a sustainable future. We need to create products, processes, business models, systems, community plans, etc., that the world will need and demand over the next few decades. We need to prepare Gothenburg for a meaningful role in this century. People will only be mobilised by a meaningful vision and confidence in the future.

No one can set out a plan for a community or city that will take us from here to the future. That is a far too mechanistic view of the complex processes of change.

The future is created step by step, through interactions between everyone involved, and this requires clear commitment to a long-term course, a clear choice of path to reach our future destination. It is a choice we must make now in 2012, and the efforts of all seven perspective groups form the prologue, the igniting spark.

In the period up to the centenary in 2021 we can take many exciting steps together to make our Gothenburg into a sustainable place to live, ecologically, socially and economically. A beautiful, green and socially more cohesive city that arouses the curiosity of many people and sets an example for other cities and regions. We believe in ideas that inspire, and in the pride and genuine commitment of the people of Gothenburg. We also believe in the power and promise that is unleashed through close and trusting cooperation between the city's politicians, researchers and business community.

We hereby hand over the results of our deliberations and hope that many of the suggestions will be put into practice, starting in 2012. There is no better way to honour and celebrate a four-hundred-year-old!

*“Cities are containers of memory and storehouses of collective knowledge. Places are not just physical. They are relational. The relationship between places and identity is profoundly important. Meaning-making and future-making go hand in hand.”*

*“You are going to have to figure out what it means to be a human being on earth at a time when every living system is declining, and the rate of decline is accelerating. Kind of a mind-boggling situation... but not one peer-reviewed paper published in the last 30 years can refute that statement. Basically, civilization needs a new operating system; you are the programmers, and we need it within a few decades.*

*This planet came with a set of instructions, but we seem to have misplaced them. Important rules like don't poison the water, soil or air, don't let the earth get overcrowded and don't touch the thermostat have been broken. Buckminster Fuller said that spaceship earth was so ingeniously designed that no one has a clue that we are on one, flying through the universe at a million miles per hour, with no need for seat belts, lots of room in coach and really good food – but all that is changing.*

*There is invisible writing on the back of the diploma you will receive, and in case you didn't bring lemon juice to decode it, I can tell you what it says: You are Brilliant, and the Earth is Hiring. The earth couldn't afford to send recruiters or limos to your school. It sent you rain, sunsets, ripe cherries, night-blooming jasmine and that unbelievably cute person you are dating. Take the hint. And here's the deal: Forget that this task of planet saving is not possible in the time required. Don't be put off by people who know what is not possible. Do what needs to be done, and check to see if it was impossible only after you are done...”*

– Commencement address by Paul Hawken to the Class of 2009. University of Portland.  
Quoted by Göran Carstedt as the starting point for the work of the Green City group.

## CONTRIBUTORS

This work has in some cases been carried out in smaller working groups, and this report does not necessarily reflect our shared view and opinions in all respects.

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## FOOTNOTES

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19. Park and Landscapes Administration, City of Gothenburg.
20. Environment Administration, City of Gothenburg.
21. See appendices: "12 steps to regeneration" and "Regeneration of the Million Programme. Inspiration for the bigger picture", [goteborg2021.com](http://goteborg2021.com)
22. According to plans for K2020.
23. Through gasification of digester residue and forest waste. Diesel oil containing 30 per cent tall oil makes up an important proportion of the fuel supply – particularly for contracting machinery.
24. From 50 per cent to 2/3.
25. Total energy consumption can be reduced by 30 per cent by 2030. District heating can be used more efficiently and reduced by 40 per cent. Electricity consumption is likely to remain unchanged from current levels, however, since improvements in efficiency are offset by increased electricity use by electric vehicles and appliances. Fossil-free Gothenburg 2030 requires, above all, major changes in the transport sector. Under the K2020 project, the share of public transport will grow to at least 40 per cent of all transport. This, combined with energy-efficient vehicles and logistics, and a higher proportion of cyclists/pedestrians, could reduce total energy use by 30 per cent. Of the remaining fuel requirements, 45 per cent could be supplied by biogas, 30 per cent by renewable electricity (0.7 TWh) and 25 per cent by biodiesel.
26. For example, a 60-per-cent saving in heating and a 40-per-cent saving in electricity.
27. By 2021, for example, we should be able to produce 600 GWh of electricity from wind farms, a further 400 GWh from large-scale solar parks, possibly 800 GWh from combined heat & power plants burning biofuel and finally, 200 GWh through "locally generated electricity" – in other words a total of 2 TWh of locally generated "green electricity" by 2021.
28. A current inventory shows that the long-term potential for this is around 1 TWh, equivalent to one-fifth of the electricity output of one of the reactors at Ringhals nuclear power station.
29. On the initiative of and with support from Vattenfall, Volvo Cars and A-hus.
30. In collaboration with Chalmers University of Technology and others.
31. [goteborg.se/miljomal](http://goteborg.se/miljomal)

32. By 2014 all fuels used by heavy refuse collection vehicles should be renewable or of the HVO type with a low content of tall oil.
33. Known as the triple helix.
34. A couple of examples: Since the start of 2010 the Environment and Climate Committee has had a guiding, supporting and coordinating role in the city's strategic efforts on environmental and climate issues. Similarly, the Traffic & Public Transport Authority has process responsibility for road traffic, public transport and cycling targets, as well as reducing fossil fuel use, while Göteborgs Energi has process responsibility for achieving the electrical efficiency target.
35. The City Executive Office is responsible for international environmental monitoring, while Business Region Göteborg and Göteborg & Co are responsible for marketing Green Gothenburg. Extensive work is now underway on the Gothenburg 2021 and Central River City projects, and the environmental ideas from these projects need to be looked after. The Gothenburg Award for Sustainable Development also requires a stable home for the future.
36. Being a centre for evaluating social return on investment means having responsibility for implementing, presenting and following up sustainability calculations, i.e. social and ecological parameters as well as economic factors, during budgeting and follow-up. Forecasts and profit and balance sheet reports assess costs and investments from a wider perspective that also takes into account the costs of not implementing initiatives and lost profits. It considers consequences in areas such as air and water quality, CO<sub>2</sub> emissions, segregation, ill health and social exclusion. This is likely to require access to a new breed of "bean counters" – social economists and social engineers.
37. See appendix: "Policy document for building the ecological city of the future", [goteborg2021.com](http://goteborg2021.com)
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# CITY OF CULTURE

## FOUR IDEAS FOR 2021

*All four projects span the boundaries between culture and urban planning. Each project is based on something that is already part of the soul of Gothenburg and is built into its DNA. Each project builds on the idea of residents getting involved in the creative process. Each project has an intimate connection with the water.*

There has been no shortage of discussions and creative ideas from the City of Culture group. We have distilled four strong ideas out of the large pool of initial suggestions. These are concrete projects that everyone can effectively start working on over the coming year so that they are ready to bear fruit by 2021.

### WE WARMLY PRESENT

- The Green Bridge
- The Oasis
- The Barge
- The Best City in the World when it's Raining™

## THE GREEN BRIDGE

### THREE INSIGHTS

1. Ecology is the biggest megatrend of our age. Climate change in particular is forcing us to think new and think differently. When we talk about the future it is essential to view it from the perspective of sustainability. The three principles of ecology, social welfare and economics must go hand in hand. Sustainability can also mean making better use of what we already have, rather than doing what we have often done in the past, and building new.
2. Striking architecture is interesting and plays an important role. But perhaps we have reached an inflationary peak in iconic buildings. Cities compete today for the most prestigious buildings. Malmö had a hit with the Turning Torso, the Oslo Opera House brought the architectural firm of Snøhetta into the public eye, and then there is the Guggenheim Museum in Bilbao. The list is long, but this trend is not without its own issues. Maybe it is not a new Turning Torso that we need, but something that is more representative of the age we live in, that gives a more individual end result and therefore more attention – as well as more pleasure to those of us who live here.
3. The Göta River (Göta älv) runs right through the centre of Gothenburg. A little further away, on the other side of the river, is Hisingen. They are just one tram stop apart, but much further apart in people's minds.

It has been discussed many times before, but we still find good reason to return to the question of how we can join our city together more effectively.

**Catharina Bergil**  
Chairman  
City of Culture



See the presentation of  
the City of Culture proposal:  
[goteborg2021.com/  
presentation/](http://goteborg2021.com/presentation/)

## HOW THE GREEN BRIDGE IS INTENDED TO WORK

Within ten years it is expected that the Götaälv Bridge will have served its role, and by 2020 a new bridge should be in place. We believe that the Götaälv Bridge should be kept as it is today, but turned into a bridge for pedestrians and cyclists.

But perhaps it could be more than that. A green bridge with planted beds – a park that is out of the ordinary. A human, inviting, green link between two worlds that have never really embraced each other emotionally – the city centre and Hisingen, inner city and suburb.

Imagine if you could see the crowns of trees from the bridge all the way to the Maritime Museum. As you get closer, approaching the Göteborg Opera, you see greenery framing the bridge. For a period of time, residents could have their very own allotments. Imagine it! It could be a monument created of allotments – an iconic building created by the people of the city. Later on, it could possibly be turned over to master gardeners for a year or two. Change should come naturally.

Naturally this will require investment to renovate the bridge. But it would be for pedestrians and cyclists, not heavy traffic. At the same time the bridge must clearly not pose an obstacle to river traffic. Either we maintain the existing ability of the bridge to open and close, or we find an alternative solution.

We also believe that the bridge could provide stages and cafés, and be a welcoming space for people to “chill out” in the true spirit of Gothenburg. The bridge could possibly also be designed so that it forms an eye-catching green symbol that can be seen in satellite images online – a modern and sustainable iconic building.

## HOW DO WE GO ABOUT IT?

1. The idea centres specifically on the Götaälv Bridge. The central requirement for the project is therefore access to the bridge. Symbolic planting could begin as early as 2012.
2. One can also imagine using the areas around the abutments at both ends of the bridge. In other words there would be no sharp transitions, and the bridge would be allowed to spread out along both sides of the river.
3. It is important to allow change on the bridge. Planted beds, stages, bars and installations should all be designed to allow expansion, removal or remodelling.
4. Stimulating the enthusiasm and involvement of residents is vital in order to give the bridge the time it needs to develop. It will always be of use, since it provides a route across the river for cyclists and pedestrians, but we need public involvement to make the rest of it truly blossom.

## THE OASIS

### THREE INSIGHTS

1. Rich and dynamic subcultures are one of the most valuable ingredients if we are to succeed in building an exciting and successful city. You only have to look at the cities that we enjoy visiting most and inspire us most often.

This becomes even more apparent when you look at individual districts of the city.

The areas that drive development forward are almost always places that are right on the boundary between the established and the subculture. This is a transitional phase, a shifting asset, but it is extremely valuable.

Subcultures are absolutely vital to the creative climate of a city (and for the brand, if you are comfortable with the term). This is a critical factor when young people describe where they would most like to live – and why. Wherever subcultures thrive you will find the most fertile soil in a city.

2. Gothenburg has a very genuine subculture, a feeling that is our very own, and not just an attempt to play the big city. Its vitality is clearly visible in the music scene, for example, and in the transformation that is taking place west of Järntorget.

The problem is that subcultures are not seen as having any great value in Gothenburg. Most people welcome the developments in the streets to the west of Järntorget in recent years. But only a few realise that this would never have happened without the subculture and the entrepreneurs who have lived and worked there for many years.

3. Subcultures cannot, by definition, be planned, but there are many examples of how we can encourage them and give them the right conditions to flourish. Changing the character of a whole city is difficult. But in a small area it is possible to achieve fantastic things.

### HOW THE OASIS IS INTENDED TO WORK

The aim is to create a clear model that describes how to stimulate creative subcultures within a limited area – a “patent method” for Gothenburg.

We believe it will be possible to launch the first pilot project quickly and then apply what we learn to two or three new areas and then even more. We must keep in mind that these oases will tend towards establishment or gentrification, and that the area will no longer be an oasis. This should not happen too quickly, but is inevitable in the long term. The important thing is that new oases develop continuously.

You can look at any big city in the world and see the same pattern. Greenwich Village in New York in the sixties, followed by Soho and now perhaps Williamsburg and East Village. The Latin Quarter in Paris followed by Marais, then the Bastille and now possibly Belleville. However it is not really relevant to compare ourselves with major cities around the world. We must do what is right for Gothenburg, without any sense of inferiority complex.

We believe that such oases can create bonds between the different parts of the city, between the inner and outer districts. Areas of particular interest include Ringön, Slakthusområdet, Bellevue, Drömmarnas Kaj and Kungsten. There are more. We propose that Ringön is chosen for the pilot project.

### HOW DO WE GO ABOUT IT?

1. The most vital requirement for the oases is a positive attitude. The city must embrace the new and unusual, instead of seeing problems. We must have an open, non-bureaucratic and tolerant attitude as far as possible. The oasis must be allowed to be an exception. This is about a limited area and a limited time period in the history of the city. “You bet!” sums it up very neatly.
2. Water will find its own course. It is impossible to predict with certainty how an area will develop, and that is how it should be. Most of the projects will be launched by people who are, or want to be, part of the oasis. The result will be the sum of thousands of personal initiatives – a living patchwork. The city will create the conditions and provide the bigger perspective.

3. Each area will initially receive four or five “stimuli” to quickly develop a critical mass. These will be larger projects or buildings in four different cultural areas. On Ringön, for example, these could be in areas such as music, film, the visual arts and possibly fashion, theatre or handicrafts. Each stimulus will include working premises (studios, rehearsal rooms, workshops, etc.), ideally housing for those who work there, plus at least one “window” to the city, which may be a gallery, concert hall, cinema, shop, café, theatre, club or the like. Once these stimuli have been provided the oasis will be left to grow organically.
4. One essential element is access to cheap premises. This is where the city must play a very active role. The key is to find new uses for premises that already exist. Improvisation and inventiveness are the keywords. The people in the oasis must be allowed to define their own environment as far as possible, preferably combining living space with work space.
5. Activities that already exist in the area must be integrated, in other words by building on what already exists. A mix of creative activity, light industry, workshops and other companies is essential for the oasis to become dynamic and appealing.
6. The oasis belongs to everyone in Gothenburg. It must be open, accessible and safe.

## THE BARGE

### THREE INSIGHTS

1. A few years ago a bathing beach was created at the mouth of Copenhagen harbour. It is right in the city, free for use by all the city’s residents and visitors. In Nice, the beach is just a stone’s throw from the restaurant district. It is human nature to seek out water. Even if we cannot swim we want to be able to see and hear it.

Water also has an important part in Gothenburg’s history, thanks to its island life and being a former port town. Today we are known for our love of sailing in many parts of Sweden. “Everyone can sail in Gothenburg”, is a phrase you often hear when people compare cities. True or false, our closeness to the water is a fantastic asset.

2. We want to see more collaboration between cultural institutions.
3. Culture must be accessible to everyone. Initiatives and institutions in the city do as much as they can to attract first-time visitors, but this is a difficult nut to crack. Aside from its appeal, accessibility is probably the main obstacle. We can see how Gothenburg blossoms when events such as Way Out West, the Göteborg International Film Festival, the Göteborg Book Fair and the Culture Festival take over the city.

### HOW THE BARGE IS INTENDED TO WORK

We want to see (and hear!) a barge loaded with culture plying the waters around Gothenburg. It should be able to access the most unlikely locations and showcase what is available on the cultural palette of Gothenburg. Imagine if we could listen to music from the water on the way home from work, see an exhibition from one of the bridges in the city centre or visit the theatre on the Göta River.

Perhaps different districts of the city could challenge each other to fill the barge with life. It would give us access to a range of culture that we did not even know existed.

### HOW DO WE GO ABOUT IT?

1. An existing barge would be converted and adapted as a stage area, with lighting, sound and mobile seating.
2. A dinghy would be used to access canals and smaller waterways.
3. Cultural institutions would be involved and could challenge each other to take turns filling the barge with activity.

## THE BEST CITY IN THE WORLD WHEN IT'S RAINING™

### THREE INSIGHTS

1. We get a lot of rain in the west of Sweden, the most in Sweden in fact. Research indicates that it will rain even more here in the future. Despite this, Gothenburg is marketed, just like every other city, as a destination where the sun always shines. If Gothenburg is to make an international impression in readiness for 2021, we need to be honest and dare to think differently. Perhaps we can start by openly admitting that it rains here sometimes, and turn it into an opportunity instead.
2. Water fascinates us. We have a strong natural urge to interact with water. Children instinctively want to play with water, but adults are also drawn to it, as clearly shown by the high prices of houses on the coast. Being within sight and sound of water has such a calming effect that there is a commercial market for recordings of the sounds of water. According to researchers, water is one of the most appealing elements because it is perceived to have both aesthetic and practical value. Despite knowing this we do not take advantage of these characteristics in water that falls from the sky.
3. Rain is something we all share and is therefore an important part of our culture. Rain affects the way we dress, the way we move and the way we feel. By changing perceptions of rain we can create a better city for everyone, whether resident or tourist. At the same time we show our recognition of the fact that rain is a scarcity in other parts of the world.

### HOW IT IS INTENDED TO WORK

Gothenburg should become the best city in the world when it is raining. The aim is first and foremost to create positive experiences that are associated with rain, as well as reducing the discomfort that we feel when it is wet and rainy in other ways. This is something that will benefit residents, tourists and the city as a whole.

We can create positive experiences by making better use of rain and making its effects visible around the city. The city will become an exciting place to be when it rains. Imagine if rainwater could be channelled to create murmuring streams and small waterfalls along the main boulevard, Avenyn, and even all the way

through Masthugget. Imagine if public works of art could be activated by rain. In Neustadt Kunsthofpassage in Dresden, Germany, a system of drain pipes turns into charming musical instruments when it rains, and in South Korea, a video of rainfall is projected to create a spectacular hologram-like effect.

Because we all live with rain and it is readily available, this concept could serve as a motor for a variety of partnerships and innovations. Perhaps Gothenburg could be the first in the world to rainproof its hire bikes or introduce a deposit system for umbrellas. It would also be easy for various stakeholders to latch on to the concept. For example, Liseberg amusement park could become the Best Amusement Park in the World when it's Raining, the Way Out West could become the Best Festival in the World when it's Raining and the University of Gothenburg could become the Leading University in the World for Rain Research.

The concept ought to be totally unique, and this fact should be used in marketing contexts. Gothenburg would become even more attractive as a tourist destination, since holidays will not be spoiled by rain – just the opposite.

### HOW DO WE GO ABOUT IT?

1. Gothenburg officially declares that the city is committed to becoming The Best City in the World when it's Raining™. A guideline document is produced to explain the vision and provide inspiration and guidance for everyone involved.
2. Rain will become a priority issue in city planning. Novel experiences will be created using rain, as well as various types of protection from rain. Space will also be given to residents to play and experiment with rain themselves.
3. Public artworks should have rain as a theme, and artists will be given special commissions to exploit rainwater.
4. The city will facilitate and support initiatives that are in line with the concept. The city will actively work to assist other stakeholders to build on the concept.
5. The tourism and visitor industry will use the concept in the marketing of Gothenburg.

## CONTRIBUTORS

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# CITY OF LEARNING

## KICKOFF!

*Tolerant, risk-taking, inward- and outward-looking, surprising, green, entrepreneurial, innovative, leading the way in education, research and application. These broad and sometimes contradictory terms sum up the features that we feel define a city that shines out as an internationally competitive and attractive city of learning!*

If these are words that people are to associate with Gothenburg in 2021, it will mean challenges for all of us – in schools, universities, business and for public stakeholders. We need to tackle issues that are vital for development, such as high-quality teaching that is based on children's needs, housing for young people and good development opportunities for business. But we also need to do this in groundbreaking ways that have not been seen yet in other cities.

Gothenburg is starting from a very enviable position, however. We have an industry that over the centuries, thanks to its ability to innovate and strong investment in research and development, has constantly succeeded in advancing and establishing a reputation in international markets. New enterprise and business sectors are taking shape in areas such as IT, culture and fashion, for example. The city has prominent centres of learning with great breadth and depth. We can now see more international partnerships than ever before.

Many processes are now underway that we can build on and accelerate. The city has new national centres for research that bring together research and practical applications, such as the Mistra Urban Futures centre for research in sustainable urban development. Over the years we have also developed a very effective "innovation structure" comprising science parks, hot-houses and training for entrepreneurs. Business and academia also have clearly formulated agendas for the future, such as the "Vision of a borderless West Sweden" from the West Sweden Chamber of Commerce, and the visionary work of the University of Gothenburg. It is now important that Gothenburg has a common agenda so that the city can seriously start making an international impression.

One area where we can set Gothenburg apart in the future is by highlighting that this is the city where knowledge is put into practice and where we take new approaches to tackling the big challenges that cities face. They may be traffic solutions, issues related to health-care and energy, or how the city makes use of people's skills, whatever their age and background. Gothenburg will do this in a new form of partnership between business, schools, academia and other public stakeholders, using a working approach that is both tolerant and attractive. Our goals, themes and ideas all build on this initial perspective.

We also welcome scrutiny, challenges and new learning along the way. The group therefore proposes that we link our process with an international advisory board that can help us make Gothenburg into a leading city that offers the ideal soil and climate for people with ideas and dreams.

**Helena L Nilsson**  
Chairman  
City of Learning



See the presentation of the  
City of Learning proposal:  
[goteborg2021.com/  
presentationer/](http://goteborg2021.com/presentationer/)

## FUTURE VISION

*By 2021 Gothenburg will be known internationally as a city of ideas and opportunities. Gothenburg is a living laboratory where new knowledge is acquired, where ideas are weighed and tested against each other. Innovation is central to the way we work – whether in the public sector, business or academia.*

### THREE THEMES THAT WILL LEAD GOTHENBOURG TO ITS GOALS

#### Knowledge for the future

- Knowledge Arena Gothenburg – young people from around the world come to Gothenburg to exchange knowledge
- Programme for attracting junior and senior researchers
- Flexible forms of housing

#### Climate for innovation

- Go: for Innovation
- a fund for broader value creation – Go: Investments

#### Future Society Lab

- Space for innovation
- Test Site Gothenburg – an example of sustainable transport solutions
- Test Site Gothenburg – an example of future health-care – leading the way in clinical research
- Democracy centre

## 1. LEARNING FOR THE FUTURE

*Teaching that gives every child confidence in the future and gives our universities international prominence – this is the lifeblood of a city that puts the emphasis on learning.*

It is only when we ourselves believe we have an attractive city that we can communicate this to others. School is the foundation of a city where learning takes high priority. The school environment, quality of teaching and access to new teaching and technology must be the same no matter which district of the city a child grows up in. Development should focus on the child, with the aim that everyone should feel confidence in the future.

The city offers housing for everyone who wants to move here to study, work or start a new company. There should be opportunities to “try out” living or working in Gothenburg. Academic institutions have a global appeal with well-rounded academic environments that offer research, education and interaction with the surrounding community.

Here are three ideas that we hope can help to fill the city with learning for the future.

### **Knowledge Arena Gothenburg – young people from around the world come to Gothenburg to exchange knowledge**

**How:** Young people from all over the world travel to Gothenburg to take part in a unique forum for exchanging knowledge. Annual knowledge arenas create intercultural meeting places in the city.

Participants are offered a complete experience in a variety of subjects, such as maths, with opportunities to meet with enthusiasts and professionals at all levels in the education system. They learn about research, development and day-to-day work through lectures, discussions and exhibitions of ideas, information and

teaching aids that combine breadth and depth.

The goal is to create the biggest meeting place in the world for exchanging knowledge. An international knowledge camp where popular competitions are held in various subjects, such as the “Gothia Cup in mathematics”, the “Gothia Cup in enterprise” and a Junior Prize along the same lines as the Gothenburg Award for Sustainable Development.

**How:** The ability to build on networks and working methods that are linked to successful initiatives such as the Gothia Cup, the International Science Festival and Initize give the city an advantage. The city and businesses can contribute real problems to be solved at these knowledge camps.

**Timeframe:** The working group for Knowledge Arena Gothenburg will be formed in 2012. The work will start with an application by Gothenburg to host the Mathematics Biennial in 2016. By 2021 this event will have achieved international status.

**Need for resources:** A working group will be formed with members from the University of Gothenburg, Chalmers University of Technology, the City of Gothenburg, West Sweden Chamber of Commerce and the Swedish Exhibition & Congress Centre. West Sweden Chamber of Commerce has already started work on setting up internships within the framework of the vision and action plan.

## Programme for attracting junior and senior researchers

**How:** By improving mobility within the research community and making Gothenburg more attractive to young and more experienced top-level researchers. Special recruitment funds are proposed to attract researchers with ambition and potential. Part of the attraction of Gothenburg is its closeness to real problems that require research and its combination of research with practice. We invest in both fundamental and applied research.

Activities in line with this initiative include a global “roadshow” that visits international research environments that have promising candidates.

Investments are made in top-level research in several areas, as well as new interdisciplinary areas with good potential. Areas that have a high profile today include research into transport, energy, IT and life sciences. Tomorrow we could add service research, fashion, design, sustainable development and more. The city will apply to host international science conferences in its areas of strength. The city could also put in a bid for the World Design Capital 2021.

**Timeframe:** The requirements for the programme will be drawn up in consultation with universities and the business sector in 2012.

**Need for resources:** Funding for the recruitment programme. Possible funders of pilot programme: VINNOVA, the Swedish Agency for Economic and Regional Growth and Region Västra Götaland. Activities should be stepped up in advance of scientific world congresses. Work will begin by preparing an application to be World Design Capital 2021.

## Flexible forms of housing

**How:** By the year 2021 the city needs new accommodation for at least 4,000 students. This is an opportunity to try out experimental housing for the future, using new technology and sustainable building methods. Student housing is being built in areas such as Kvillebäcken and Frihamnen. Floating student accommodation on the water will be combined with housing on land in these areas. There will be integrated housing solutions, such as student accommodation built next to homes for the elderly. This encourages the exchange of knowledge and wellbeing between generations. At Valhalla car park, the parking spaces are replaced with accommodation for seven hundred students, primarily from overseas. The students are given nine-month housing contracts. Between June and August the accommodation doubles as a youth hostel for the benefit of summer tourists and Gothia Cup visitors. Looking a few years ahead, the student accommodation can also be freed up as event accommodation for major events. This makes Gothenburg more competitive in attracting high-profile events, such as hosting the European Athletics Championships or World Athletics Championships at Ullevi Stadium.

**Timeframe:** The working group will be formed in 2013 and Student City Älvstranden will open in 2021. Accommodation for 4,000 students will be built by 2021.

**Need for resources:** Planning permission needs to be obtained. A working group with members from the city, academia and business will be given the task of formulating a “housing package”. Existing student housing projects will be integrated.

## 2. CLIMATE FOR INNOVATION

*People don't follow jobs today; jobs follow people. Gothenburg 2021 will be the city where entrepreneurial and innovative people choose to live and stay.*

Today's innovators care about Gothenburg and its development, in the same way as its early entrepreneurs, Chalmers and Carlander. Gothenburg's culture of innovation is therefore a constant theme in the city and in its future. Gothenburg will be the City of Ideas.

To project a credible image of Gothenburg as innovative, entrepreneurial and creative, the residents of Gothenburg must identify with it and feel part of it. Creative Gothenburg will be built on strong foundations. To ensure that the 2021 celebrations bring international recognition, we must first build up awareness and interest among the people of Gothenburg. One of the first steps is to set up a broad attitude and communication project centred on innovation and enterprise – Go: for Innovation.

### Go: for Innovation

#### BROAD ATTITUDE, EDUCATION AND COMMUNICATION PROJECT: THE INNOVATION MOVEMENT

**How:** By giving residents of Gothenburg inspiring and interesting examples of what innovation has meant for our companies, our region, our country and our world. Show what innovation has meant to society, historically and today, and how innovation creates competitive benefits not just for companies, but for the region as a whole. One example is Per-Ingvar Brånemark's research, which provided the foundation for the University of Gothenburg's current world lead in odontology. This played a vital part in generating research for companies based in the city, creating new jobs and establishing brands.

The innovation format can be made into games and lessons for preschools and schools; case studies and

teaching exercises for teachers to use at all teaching levels, and even video clips on a website. The local media can also be supplied with regular submissions for articles, and ideally have regular features on innovation, or articles headed "Did you know?". Information can be gathered and compiled on case studies by a couple of people or distributed by researchers and teachers in innovation and enterprise. Lessons can be learned from the Innovation Journalism project run at Stanford University, in which VINNOVA was the Swedish representative.

**Timeframe:** Can start today.

**Need for resources:** There are likely to be commercial and public stakeholders in the region who are interested in taking part and contributing.

#### INTEGRATE INNOVATION IN EXISTING PROJECTS IN GOTHENBURG AND FOR GOTHENBURG – INNOVATE FOR GO:

**How:** Open discussions with various stakeholders and project owners on integrating explicit innovative thinking in existing projects in Gothenburg. Give everyone who is involved in the Gothia Cup, Way Out West or other events the opportunity to suggest ideas for ways that things can be improved in Gothenburg or space to develop a business idea, for example.

Hold a competition for the most innovative vehicle in Chalmers University of Technology parade and set up a virtual parade that anyone in the world can take part in. Give a prize for the most innovative product at boat and car shows, and other exhibitions. Gothenburg should also arrange an annual international enterprise and innovation event, in which the business world plays an integral part. This can be done by bringing together and refining exist-

ing enterprise and innovation events. It could take place during an existing event that attracts some of the target audience, such as Way Out West.

**Timeframe:** Discussions are underway now.

**Need for resources:** Could use existing networks within the project.

### **INNOVATION HOUR**

**How:** Gothenburg organises the biggest innovation event in the world, an Earth Hour for ideas, inviting the world to an enormous “innovation jam” on a number of selected themes. This could be held at the same time as the already established innovation fair, to which international investors are invited. The fund for broader value creation, see below, could provide possible funding for the selected ideas, along with other funding sources such as the Bill Gates Foundation. The event could be broadcast live from the innovation hubs in Gothenburg. These provide meeting places for some of the world’s best-known innovators, who are invited to solve difficult challenges together.

**Timeframe:** 2021.

**Need for resources:** Depends on the format. There are likely to be commercial and public stakeholders in the area who would be interested in taking part and contributing.

## **A fund for broader value creation – Go: Investments**

**How:** A fund that supplements existing venture capital by providing resources for projects and organisations with good potential to improve society without necessarily having good potential for financial return. The needs of society guide the development of the fund. Foundations, businesses, public stakeholders and others build up the fund together. The fund should have positive results for society and donations to the fund should enhance status.

**Timeframe:** The fund could be established in 2013 and be ready by 2014.

**Need for resources:** We need to determine if there is interest among foundations, businesses and public stakeholders.

### 3. FUTURE SOCIETY LAB

*Gothenburg will be the city you turn to when you want to see examples of how effective partnerships between business, academia and public stakeholders contribute to solving the challenges that society faces.*

This could mean future healthcare, new transport solutions, green chemistry, energy-efficient building or the marine environment and water quality, but also areas such as democracy and social development. This builds on Gothenburg's ability to adapt to industrial change and renew itself, as well as existing expertise and commitment to sustainable development issues. We need a large-scale investment in innovation, with ambitious, clearly defined targets that allow us to coordinate and stimulate the innovative energy that is needed to achieve these ambitions. Infrastructure in the form of science parks and innovation hubs has an important role in driving these processes forward and providing meeting places for people from different sectors who have innovative ideas.

#### Space for innovation

**How:** Develop hubs for innovation in different parts of the city and a centre for innovation in central Gothenburg. We start by building on the innovation environments that exist today, such as science parks that provide both real and virtual sites for innovation all over the city. These could be responsible for building partnerships and providing "test sites" for different areas. They can be visualised from the air, on the Internet and spatially as forming a pattern of "cogs" that reveal the interactions between world-class academia, industry and society. The first knowledge cog is already in place in Lindholmen. In addition to exhibits and information, the hubs also provide opportunities for entrepreneurs to develop ideas in the field. The work that takes place in the various hubs can be watched on location and online, providing a visual demonstration of how research can be applied. An innovation centre is created to show

off the most public projects and it is possible to follow online what is happening in the various hubs. This becomes a centre for storytelling, a showroom for future ideas – a future lab and visionary creative space. This is where tomorrow's ideas are presented, in areas such as lifestyles, housing and environmental efforts. The innovation centre is linked to well-known brands such as Volvo and SKF. The Volvo Museum moves there and becomes a modern car design museum where products and innovation are linked to safety, design and smart textiles. Visitors should have the opportunity to give feedback on the products on display so that it becomes a "living lab".

**Timeframe:** We build on the science parks that are already established. At Sahlgrenska University Hospital, work on the Magnet building will be accelerated in 2012. The new Lindholmen Science Park Visual Arena will open in 2012 and could mark the launch of an innovation culture and infrastructure in Gothenburg. The centrally located innovation centre could be opened in 2021.

**Need for resources:** Depends on the format. New buildings will naturally demand more resources. Commercial and public stakeholders in the area around each hub are likely to be interested in participating and contributing.

## Test Site Gothenburg – an example of sustainable transport solutions

**How:** Smart, green and efficient transport solutions are a priority in most cities today. Gothenburg shines in this area because it has the political courage to set clear and ambitious goals. Gothenburg will set an example by becoming the city where all vehicles and transport are fully electric or powered by fossil-free fuels by a given date. Gothenburg will be known for having the most efficient and commuter-friendly public transport. The city can show off a transport system that links the parts of the city into a whole rather than the reverse, and tests new vehicle solutions in real-world situations.

In 2021, researchers, practitioners and urban planners will come here to see how Gothenburg has managed to tackle problems and develop smart transport solutions through unique collaboration between companies, academia and social stakeholders.

Gothenburg has big advantages over many cities in its potential to carry through this type of initiative; the city has a transport industry built around world-leading companies, its universities lead the way in applied research, the region is forward-looking in its role as public transport authority, it has committed non-profit groups with an interest in urban development and the city is keen to invest to turn these resources into benefits for Gothenburg.

**Resources:** Ambitious trials and demonstration projects are already underway, in many cases based around the hub of Lindholmen Science Park. National initiatives have taken place in Gothenburg in areas such as traffic safety (SAFER) and transport efficiency (Closer). Chalmers University of Technology and SP Technical Research Institute of Sweden have started work on a test centre for safety and environmental assessment (ASTA) that will be the first of its kind in the world.

Current infrastructure investments in the West Sweden Package open up possibilities for unexplored partnerships.

Efforts are being made to attract a national research and innovation centre for public transport research, which would be set up in 2012.

**Timeframe:** Lindholmen Science Park has the responsibility for driving the process forward. The mutual goals will become a reality in 2021.

## Test Site Gothenburg – an example of future healthcare – leading the way in clinical research

**How:** By 2021 people will come to Gothenburg to learn about forms of collaboration between clinics, companies and universities that lead to benefits for patients.

Gothenburg has a long tradition of cooperation between clinics, academia and business that has led to world-leading innovations such as Losec and Brånemark dental implants. The pooling of efforts with sights set on 2021 will give the city opportunities to take an even bigger step and become a model for future treatments and medical care that can help to solve many of the major health challenges facing society.

The region already has a pharmaceuticals industry, a growing medical technology cluster and many small developing companies. The clinical environment associated with Sahlgrenska University Hospital and the close collaboration with research environments at Sahlgrenska Academy are both assets. Region Västra Götaland and Sahlgrenska University Hospital have gained recognition for making use of the innovative solutions that healthcare employees suggest for dealing with problems they encounter at work. Sahlgrenska Science Park plays a central role here. This work requires the pooling of efforts by everyone involved. The starting point should be Ingvar Carlsson's 2011 study of opportunities and challenges in the life science sector in West Sweden.

Plans for the Magnet building and the associated campus will be brought forward. This building will also provide a physical link between the clinical and academic environments.

**Timeframe:** The University of Gothenburg, Chalmers University of Technology, Business Region Göteborg and Region Västra Götaland will be jointly responsible for the development process. 2021 will be the year when the shared vision becomes a reality.

**Resources:** Clinics, business and academia will collaborate to develop and spur on current and planned projects.

## Democracy centre

**How:** Gothenburg's 400th anniversary coincides with the 100th anniversary of the introduction of the universal right to vote on 12 September 2021. This coincidence can be used to build even stronger associations between the city of Gothenburg and democracy. A centre will be opened in the new part of the city to give long-term support to debate, education, information, innovation and research on democracy issues.

An international knowledge centre for intercultural dialogue could be linked to this centre. The centre will act as an international research hub for developing, passing on and applying knowledge on issues related to democracy, integration, multiculturalism, human rights and social development in general.

The centre could also include a freedom of the press house in the spirit of Torgny Segerstedt.

**Timeframe:** A working group will be formed in 2013. The democracy centre will open on 12 September 2021.

**Need for resources:** The City of Gothenburg and University of Gothenburg will work together.

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# CITY OF YOUTH

## FUTURE VISION

*We're building Gothenburg for young people, with their help!*

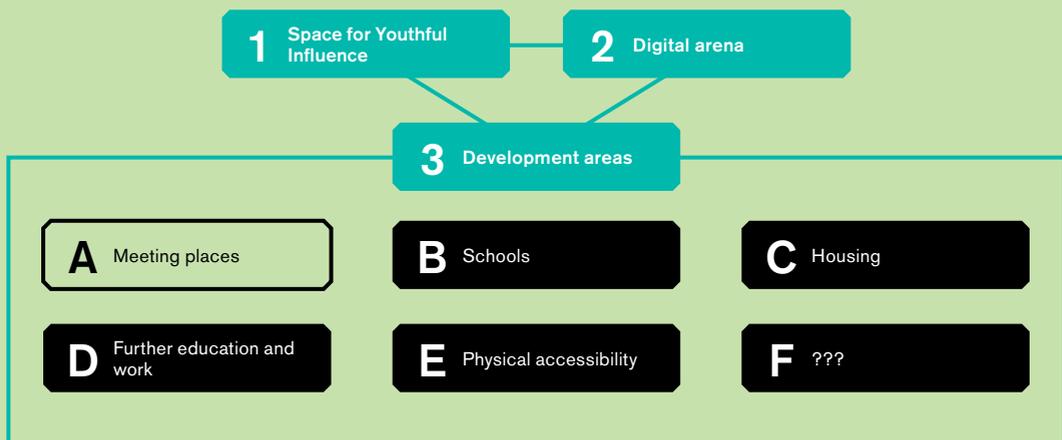
The City of Youth perspective group takes as its starting point the already presented future vision and a general theme: young influence for real. Young people should have a say in decisions that affects the city's development. By young people, we mean children, adolescents and young adults.

### THREE MAIN ELEMENTS

1. *Space for Youthful Influence* – a body that lets young people to get involved and have their say on various decisions in the city, as well as giving them the chance to develop their own ideas and initiatives.
2. *Digital arena* – an information and communication platform for young people, linked to the Space for Youthful Influence.

3. *Development areas* – five areas that the group has identified as being important for young people, plus an empty square as a symbol that more areas will be added by young people themselves.

One of the areas is “Meeting places”, an example of an approach to working with young influence for real that is linked to elements 1 and 2, as well as a number of suggested projects. The other areas outline thoughts and ideas that form the basis for developing the concept further, as in the example of meeting places. Finally, we highlight interesting current projects with links to one or more of the ideas.



**Mie Svenberg**  
Chairman  
City of Youth



See the presentation of the  
City of Youth proposal:  
[goteborg2021.com/  
presentation/](https://goteborg2021.com/presentation/)

## 1. SPACE FOR YOUTHFUL INFLUENCE

*Goal: To support young people's own ideas and initiatives. Young people should have real influence in the planning and development of the city.*

Giving young people real influence requires a body that can handle issues of interest to young people. Existing organisations include the Youth Council, Young Influence network, the Space for Young Culture dialogue process, the Youth Initiative and youth forums in some districts of the city. These bodies do not coordinate their efforts and they do not have a mandate to effectively implement young influence in all the social issues that concern young people.

Gothenburg will create a forum for young influence for real that will be called Space for Youthful Influence, RUI, and will build on the basis of the existing forums. The main task is to provide support in areas that interest and engage young people, and to help them exert influence in all social issues, such as schools, work, housing, leisure, culture, transport and urban development.

RUI will have a clear organisation and framework, as well as a mandate to implement young influence for real. The organisation of RUI will build on ideas taken from youth research<sup>1</sup>, the UN Convention on the Rights of the Child, and ideas from children and young people themselves. RUI will be an ongoing process and will deal with issues raised by adults and young people, and various studies and decisions. RUI will have a citywide perspective, have branches in all city districts and work closely with representatives of all the city administrations. RUI will collaborate with the Youth Council, Young Influence network and other organisations that handle issues of youth influence. RUI will have financial funding for a variety of projects.

RUI is also a platform for the formation of temporary groups to consider specific issues, which RUI will help them pursue. These could, for example, be groups of children and parents who want to create new playgrounds, students who want to develop new student apartments, or young people who want to arrange a festival. Those who get involved will then be able to help in developing ideas and making decisions. RUI will provide opportunities for developing and testing new concepts.

RUI is physical, digital and experience-based. The core activities will be managed from centrally located premises at ground level, to ensure physical and emotional accessibility. The centre could, for example, be located next to the new House of Culture that is opening in Lagerhuset, or in premises in Nordstan. The Room for Young Influence group will work here and there will be premises for meetings, information, activities and temporary work spaces. Each district of the city will, as mentioned, have its own branch, which is accessible and reaches out to young people. The digital arena is part of RUI and is described in more detail in section 2 – Digital arena.

Three suggestions for concrete projects that RUI will tackle are a world congress linked to Universal Children's Day on 20 November 2021, certification of activities for children and young people and further development of the city of Gothenburg's tool for child consequence analysis (BKA). The world congress will put the city on the map as the leading city in the world for giving young people influence and will highlight all the projects and organisations that have helped it achieve this, along with other good examples from around the world. Certification for children and young people will be a tool for activities, companies and businesses in Gothenburg. The criteria will be drawn up in collaboration with relevant stakeholders, mainly comprising young people. In 2021 Gothenburg will be the first city in the world to be certified for children and young people. The new tool for child consequence analysis that the city of Gothenburg uses for urban planning will be developed and extended to include other sectors, such as culture and social issues. This will be done by RUI in cooperation with the originator of the tool. RUI could also be involved in the future process of implementing child consequence analysis in Gothenburg's districts and administrations.

## Resources

A flexible group of experts in young people and participation will be set up and will be linked to politicians with responsibility for youth issues. The members of the group will cover all ages, but around 50 per cent will be young people, including some children. Working hours may vary from person to person and outside

expertise may be brought in where needed. The group will also include a communicator. RUI will work with the relevant institutions at Swedish universities to keep up to date with the latest research. Business intelligence will also form part of the group's remit.

## Timeframe



- Group is appointed.
- Branches/working partners are established in administrations and districts.
- Work begins on building the digital platform with young people.
- Premises are leased.
- RUI informs children and young people about its activities at schools and meeting places.
- Support is developed for projects initiated by children and young people.
- Influence projects begin.
- A digital calendar is completed by young people and for young people.
- A network of researchers is established and research projects begin.
- At least one large influence project is completed in each district of the city.
- A number of projects are started, centred on Central River City.
- A Business Fund is set up for development projects for young people.
- RUI becomes involved in training courses for city administrations and companies.
- Assessment and feedback on completed projects.
- The process of certification for young people begins.
- Assessment and feedback on completed projects.
- Projects develop into processes.
- Gothenburg is European Youth Capital.
- Activities are presented and the city and business jointly commit to putting Gothenburg on the map throughout Europe.
- European exchange projects are initiated in culture, enterprise and science.

## 2. DIGITAL ARENA

*Goal: Young people should be able to gather information about the city's decisions, development plans, activities and events. Young people should be able to communicate their ideas and opinions.*

A digital arena will be created for and with the help of young people. The digital arena will communicate and give access to political decisions, initiatives and investments that affect young people in the city. A calendar feature will also provide information on what is happening in the city in the form of projects, activities and events. The digital arena also provides the web-based forum, Room for Young Influence (RUI).

The digital arena is built on the platform of RUI. Young people are involved in the development process and the digital arena is developed following the principle that RUI promotes: giving young people influence for real.

A communicator is enlisted to work with young people and handle the daily running of the arena. A “two-way mentorship” is developed between young people, politicians, officials and business people, enabling people of all ages to meet and learn from each other.

The digital arena is developed in two stages:

1. The digital arena is set up in consultation with young people and based on the RUI platform. It provides easy access to information about the city's activities and institutions. This includes geodata, information about access for disabled people, information about adaptations for children<sup>2</sup>, publicising activities for young people, showing how young people can apply for funding for various projects or activities, and a calendar of events in the city. This will be an arena for everyone in the city and publicise what is happening in the various districts, but also provide a forum for young people to express their opinions.
2. Development and expansion of the arena by linking to activities, added functionality, blogs and websites. City information and activities are posted on the arena and it is possible to edit documents to make them easier to understand. These documents are edited in a similar way to Wikipedia to create a dynamic and exciting arena.

### Timeframe



### 3. DEVELOPMENT AREAS

#### A. Meeting places

*Goal: Gothenburg should have a wide choice of meeting places, developed in consultation with and accessible to young people, to promote diversity, creativity and enjoyment.*

The following section about meeting places is in two parts. The first describes three methods for encouraging and involving young people in the creation of new meeting places. All these methods should be applied using the platform of Space for Youthful Influence (RUI) and be communicated through the digital arena. The second part is made up of concrete proposals that the group, based on its experience and knowhow, regards as important for young people, but, as always, young people should be involved in the development and decision-making process.

##### **METHOD 1: SUPPORTING INDEPENDENTLY ORGANISED MEETING PLACES**

This can entail anything from helping a group of young people who want to build a skateboard park, for example, to helping an existing organisation to develop meeting places on its own initiative. Support will be given in the form of funding, advice and premises for leasing.

##### **Resources**

- Funding (municipal and regional, companies, organisations, celebrity funds or linked to the city's "Fast Cash" foundation for supporting activities by young people).
- Application group (handles applications, gives advice, permits, etc).
- Marketing (through schools and youth recreation centres – publicises good examples such as the basketball pitch at Heden, website, Youth Initiative and stimulating discussion in the districts).

##### **METHOD 2: OFFERING PHYSICAL SPACES WHERE YOUNG PEOPLE CAN ORGANISE ACTIVITIES THEMSELVES WITH HELP FROM ADULTS**

Allocate spaces, funding and support in various forms and invite young people to create their own meeting places.

##### **Resources**

- Funding (municipal, regional, districts, private investment, commercial approach?).
- Collaboration with bodies such as City Planning Office (enable this through access to spaces, such as temporarily leasing unused premises around Central River City).
- Advice (groups with relevant knowhow, such as urban planners, architects, engineers and designers – preferably professionals and students from the University of Gothenburg and Chalmers University of Technology).
- Marketing (through schools and youth recreation centres, the Youth Initiative, etc.).

##### **METHOD 3: THE CITY GETS HELP FROM YOUNG PEOPLE TO DEVELOP MEETING PLACES**

When the city takes the initiative itself to develop existing meeting places or create new ones, there should be a forum or council made up of young people linked to the project. They will contribute their knowledge and be involved in making decisions on the location, layout and content.

##### **Resources**

- Form and composition of a youth council.
- The City Executive Committee provides opportunities for young people to take part and make decisions on creating new meeting places and developing existing ones.

## Goals

By 2015:

1. Method 1 should have generated at least three new meeting places in each district of Gothenburg.
2. Each district should have allocated at least one space using method 2.
3. Each district should have one youth council with the mandate to make decisions according to method 3.

## Ideas

- Child consequence analysis for new builds

The child consequence analysis tool (BKA) should always be used before new building projects or urban densification projects begin. It is important for children's development that they have sufficient space to play freely, indoors and outdoors, for example at preschool/school and in public playgrounds.

- Develop local sports venues

Local sports venues are small, versatile and durable sports facilities that are open to everyone locally. Various ball sports dominate in summer, but there should also be opportunities to improve suppleness, technique and speed. When winter comes the ice is ideal for ice-hockey, bandy and ice skating, and the snow invites a wide range of other activities. Local sports venues encourage spontaneous sports activities among young people.

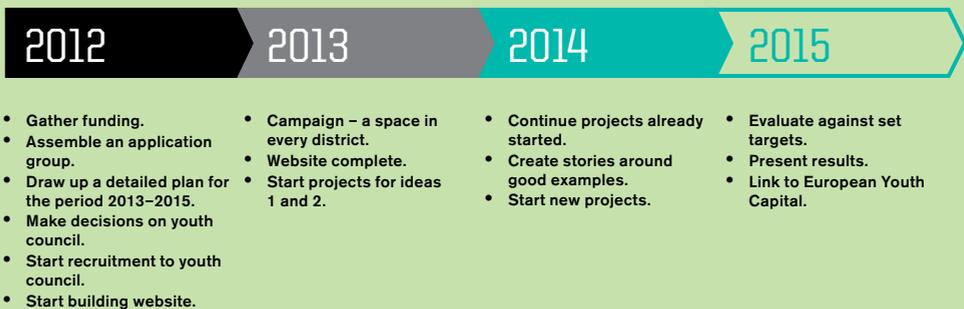
Local sports venues have a broad definition, but a few criteria could be: open to everyone regardless of age, within a residential area, next to a school or easy to reach, and accessible to everyone without advance booking. Typical local sports venues include: small sports pitches and areas for ice skating that have versatile uses all year round, courses for various activities and adventures, and sports halls designed for a range of activities.

- Park playgrounds in all districts

Playgrounds for children and their parents provide a natural meeting place. Plikta playground is a good example that points in the right direction, but playgrounds are needed in all districts to make them more accessible. Playgrounds are primarily intended for children aged 6–16 and their parents, but are open to everyone. Features that make a good playground include staff on hand to inspire games and activities, somewhere to get warm and to eat a packed lunch, and access to toilets. In addition to play equipment for younger children there may also be an outdoor gym, boules pitch or table tennis tables.

To ensure the city is also accessible to families with small children – and create a more child-friendly city – smaller areas can be provided here and there where children can play and adults can sit for a while. These can be close to water, in green spaces, and have simple but well-designed play equipment, etc. A roofed play area provides the opportunity to play even in bad weather.

## Timeframe



## INTRODUCTION TO DEVELOPMENT AREAS B–E

These areas are outlined in the form of intended goals, a brief description and a number of ideas for possible projects. More staff and funding resources are needed to develop each specific area further. It is recommended that the relevant groups are appointed through RUI,

which can also help to identify suitable individuals from industry, academia and the public sector. Development should also be guided by the results of the other perspective groups that are working on 2021, as well as other current projects that are relevant to each area.

## B. Housing

*Goal: Young people should be offered housing that is attractively designed and priced.*

Housing is important for young people to acquire independence. At present there are over 800 candidates for each apartment, and many young people continue to live at home or take second- or third-hand rental contracts. The city needs to invest in building housing so that young people can be given the opportunity to live anywhere in the city. Possibilities include alternative forms of housing, student apartments or newly built apartments. By investing in new housing, Gothenburg can become a more attractive place for young people to study, live and work.

### Ideas

- Create interdisciplinary housing projects together with the University of Gothenburg, Chalmers University of Technology and business, to develop alternative forms of housing. Develop these by consulting with students, researchers, environmental specialists, architects, urban planners, economists and business leaders, for example.
- Make RUI into a platform that gathers young people's thoughts on housing and applies them to the development of new housing.
- Encourage the city to lease land for the construction of apartments for young people.
- Propose a competition between building companies to see who can build the most environmentally friendly, cost-effective and architecturally exciting solutions for housing for young people.

## C. Schools

*Goal: All children and young people should receive help in school to influence, develop and realise their dreams.*

Gothenburg and the world in general needs people who are confident, courageous, creative, energetic, resourceful and determined. This makes it vital for schools to encourage the development of these abilities at an early stage. Children are today's users and tomorrow's adults. All children should receive recognition and feel confidence in their own abilities. We should make use of the skills and differences of every pupil, and this culture should be reflected in every activity in school. Through this type of learning, children and young people can be given a greater desire to learn, greater faith in themselves, become more creative and be more willing to take initiative.

School is the one place where almost all young people gather, so schools have an enormous responsibility to help pupils develop creative thinking processes, steer their choices in life and encourage them to realise their dreams. Another important task for schools is to give children and young people a say in the issues that affect their everyday life in school, which also shows them that they can have a voice in society. Many schools already take this approach and we can only stress the importance of this work and at the same time encourage them by providing support and resources.

### Ideas

Develop and encourage existing efforts in schools, for example by:

- Using schools as a platform for students to get involved in improving their local environment.
- Using schools as a "test arena" for ideas and innovation. Train and build on the skills of teachers and

head teachers in suitable teaching approaches and encourage them to integrate creativity and enterprise more effectively in schools. (The new curriculum for compulsory schooling, "Schools 2011", states clearly that "Schools should help pupils to develop an attitude that promotes enterprise" in its general description of the task of schools.)

- Regularly use the city as a classroom.
- Increasing global "awareness" in the teaching process, for example by getting pupils to compare historical descriptions of a particular event from different countries.
- Pupils can acquire information and knowledge themselves by being linked to global society rather than just using school books.
- Creating attractive spaces for teaching that are linked to society today. This requires large investments but is essential for development.
- "A new room each week". Build or renovate at least one classroom per week (may be indoors or outdoors, take Oslo and London as models).
- Schools should be designed as iconic buildings that evoke pride. See the government report by the National Council for Architecture, Form and Design: "How should modern schools be built?"
- Inviting young people from all over the world to a knowledge camp and get them to discuss and exchange experiences in democracy and social issues.
- Allow all pupils to use their own computers if they can, and decouple schools from the GBG3000 system, which prevents pupils from using their own computers in schools.

## D. Further education and work

*Goal: All young people should have meaningful jobs that allow them to develop.*

From the time we leave compulsory education (and of course those who, for various reasons, have not completed compulsory education at this age) we are faced as individuals with important choices in life that will influence our future in many ways. Throughout this period we need support, advice and inspiration to help make these choices, for example by having the opportunity to try out different occupations and getting insights into different education options at college and university level. These are essential for achieving the stated goal.

### **Ideas**

- Highlight good examples in different occupations and education areas, and tell children and young people about them.
- Create an “Entrepreneurs Centre” where businesses that support and develop enterprise can combine their activities and provide a clear point of entry for people who want to realise their ideas and innovations.
- Create more incentives for companies to employ young people.
- Develop branches of universities in different districts to increase interest in academic studies and make them more accessible to all residents.
- Improve collaboration between employers and pupils/ students to generate interest in future work/further education, such as internship or mentorship programmes.
- Develop a method for creating and allocating summer jobs to all young people by putting them in touch with businesses and municipal activities in each district.

## E. Physical accessibility

*Goal: Young people should have access to the entire city.*

The city should be physically accessible to everyone. Urban spaces, institutions and the activities on offer should be made accessible, both physically and emotionally – for example, children should be able to understand the information from the city's institutions. To make use of the entire city and what it has to offer, it is important that everyone can move around the city efficiently and cheaply. Because few young people have access to cars, initiatives are needed in other forms of transport to enable young people to decide for themselves how they want to get around the city.

### Ideas

- Free public transport for young people throughout the Gothenburg region. Children and young people should be able to get around freely in the city at any time of day, to reduce segregation and make it easier for young people to meet.
- A bike-friendly city! Gothenburg should be a city where it is easy and safe to cycle. We therefore need to build multi-lane bike paths, extend the bike share system across the city and make it free for children and young people. We also need bike sheds that are more attractive and more secure, to encourage more people to cycle.
- Develop a universal card that can be used for purposes such as public transport, borrowing books, using free wi-fi and taking advantage of special offers (commercial and non-commercial). Create games in and about the city that are linked to the card. Take a lesson from Hong Kong's Octopus card.
- All institutions (museums, libraries, concert halls, theatres etc.) should be child-friendly and physically accessible by everyone.

**F. ???**

*Further areas to be added by young people themselves.*

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## Current projects

- Child consequence analysis

BKA is a tool for child consequence analysis used by the city of Gothenburg and developed by the network for children and young people in the City of Gothenburg. In spring 2012, BKA training will be given to staff in the districts and city administrations. This tool is primarily intended for urban planning.

- European Youth Capital

The City of Gothenburg is conducting a preliminary study to assess the potential for applying to be European Youth Capital 2015. This involves reviewing all initiatives for young people in the Gothenburg region and looking at opportunities to develop youth activities. This makes it very important for our 2021 efforts to involve EYC in the process leading up to 2021. "The European Youth Capital aims to promote intra-European co-operation between young people. Among the most important aspects of the institution is the betterment of everyday life of the youth in the city selected as youth capital, not just for the duration of the festivities, but in the long term."

- House of Culture for young people

In 2012 a House of Culture for young people (age 13 upwards) will be opened in Gothenburg. The House of Culture extends beyond its premises in Lagerhuset at Heurlins plats, since it is also linked to satellites such as municipal cultural institutions, youth initiatives, cultural associations, etc. An exchange of ideas on the content of the House of Culture took place in autumn 2011. This dialogue will continue to ensure that the house always reflects the interests of young people.

- Young Influence

In autumn, Young Influence in Angered started to build a network between young people in the city, ranging from interested young individuals to representatives of existing influence forums in the city. The aim is that young people should not need to go through adults to find other young people, but to provide a common platform solely for young people.

- Children's Year of Culture 2012

Children's Year of Culture in Gothenburg in 2012 will highlight the right of all children to art and culture, regardless of social, financial, intellectual or physical resources. It will also draw attention to the children's perspective and participation issues in cultural activities in Gothenburg. The year's events will involve many people who work with culture for children, as well as children and young people in preschools/schools and in their free time. The city as a whole offers a tremendously rich cultural offering for, by and with children and young people! [goteborg.se/wps/portal/barnkulturare](http://goteborg.se/wps/portal/barnkulturare)

- Nordic Children's Culture Festival 2013/2014

The City of Gothenburg's Culture Administration is preparing an application to host a Nordic Children's Culture Festival. The theme of the festival is article 31 of the Convention on the Rights of the Child – every child has the right to rest and leisure, and to engage in play – and builds on linking independently organised youth culture initiatives in the Nordic countries. The application will be submitted on 15 February 2012 and the result will be announced in June.

- Youth forum in west Gothenburg

Around 30 young people, aged 13–18, representing all the main areas of the districts, formed a youth network in early 2011 with the aim of putting together a concrete proposal for "how young people's voices will be heard and taken seriously" in west Gothenburg. The purpose behind asking young people to take part at this early stage was to find methods and models for long-term, sustainable efforts to improve young people's opportunities to have a say on local community issues. This is in line with the priority goal of the district committees for 2011 to establish: "an active council that tackles young people's issues with the help of young people".

- REBUS – towards a better school environment

REBUS is an EU project between Sweden, Norway and Denmark in which the City of Gothenburg is the lead partner. The objective is to develop and pass on methods for increasing the participation of children and young people in improving the physical environment in schools and preschools. A guide aimed at children and young people, teachers, property managers, architects and others will be produced in 2012.

Other projects and initiatives to learn from and find inspiration:

- The e-delegation has been assigned by the government to draw up a proposed strategy for e-administration by the authorities.
- The Facebook group “Opengov – open public administration”.
- The Picnic Festival.
- Save the Children (education) activities on young influence.
- The National Network for Young Influence, NUNI, [www.nuninatverk.se](http://www.nuninatverk.se)

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## FOOTNOTES

1. For example, Roger A. Hart's well-known "ladder of participation", which is described in the article Children's Participation. From Tokenism to Citizenship, Innocenti Essays, no. 4, Unicef, 1992. Also the thought processes on children and participation that were presented by the Nordic research network BIN-Norden, ethical and methodology ideas and tips from research bodies and government authorities such as the Swedish Research Council and ESRC National Centre for Research Methods, as well as other relevant literature and knowledge in this field.
2. Information for children is made accessible so that it can be understood from a child's perspective, for example by providing signs and information based on symbols.

# CITY OF EXPERIENCES

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## BACKGROUND

*Residents and visitors to the city have known for a long time that Gothenburg and experiences make a successful combination. Gothenburg is not a capital, it has a population of less than a million and it does not have any media cluster or financial cluster to give its name more international clout, but the breadth and quality of experiences that the city has to offer are outstanding, and in many ways unique. In this respect Gothenburg stands comparison with big cities around the world.*

The foundations were laid when the city celebrated its third centenary in the 1920s. It has to be acknowledged that locations such as Liseberg amusement park, the Swedish Exhibition & Congress Centre, Gothenburg Museum of Art, the Natural History Museum and Slottsskogsvallen have all made their marks over the years – and are still doing so. Not to forget the contributions of theatres, restaurants, galleries, Nya Ullevi and Gamla Ullevi arenas, shopping centres, the Göteborg Opera, the port, parks, hotels, shopping, events, festivals, the Scandinavium arena and many other attractions.

For our work on the centenary plan the Experiences Group began with the central question: How can Gothenburg's 2021 celebrations make an international impression and thus leave their mark on history? Right from the start of this process there was a feeling that experiences are a natural way of contributing to this impression. No revolutionary ideas or radical changes are needed to achieve the goal. Thanks to its compact city centre, closeness to the sea and water, and countless centrally located arenas, establishments, facilities, parks and institutions, Gothenburg is simply made for memorable experiences. Is it not true that it is through just such experiences over the years that Gothenburg's name has spread around the world? The Balder roller coaster at Liseberg, the FIFA World Cup, Gothenburg Symphony Orchestra, IFK Göteborg's successes in Europe, the annual youth tournaments, the international

film festival, world championships and European championships in athletics, the Swedish Ship Göteborg, concerts at Ullevi stadium and more recently Way Out West and Gothenburg Christmas City have all helped to put Gothenburg on the international map. We can also add to this list outdoor experiences and culinary experiences at world-class level, and great potential for the future. The fact that a relatively small city as Gothenburg has a total of five restaurants with stars in the prestigious Michelin Guide has made it a destination of choice for visitors who are passionate about fine cuisine.

Gothenburg's standing as a City of Experiences is also confirmed by the SWOT analysis that forms the basis for our centenary plans. This confirms that Gothenburg has a unique position as a City of Events. Liseberg amusement park, Gothenburg Christmas City and the city's history of mega-events are highlighted, and a potential role as the music capital of Scandinavia has been identified. A brand analysis study carried out in 2011 gave similarly positive results for Gothenburg. It shows that Gothenburg is strongly linked with attractive experiences in the minds of Swedes and Norwegians.

From the sustainability perspective, experiences are clearly an area for future investment. Experiences lead to economic growth, media exposure and enhance the city's attraction. They contribute to social sustainability by fostering well-being, happiness, togetherness and even love. We know that experiences have a

**Göran Grell**  
Chairman  
City of Experiences



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special place in the heart of residents, perhaps because they generate pride and contribute to inclusivity and encounters between people. There are even grounds to claim that experience consumerism is sustainable from an ecological perspective. It is something that we build in our minds and does not put the same burden on resources as the consumption of physical goods. Gothenburg has already started the process of environmentally certifying events, and most of the city's hotels now have environmental certification. The destination has an excellent platform for working strategically towards sustainable development in both the experience industry and the visitor industry.

When you look at a map of Gothenburg it is clear that from a bird's eye view Gothenburg is a city by the water, geographically close to the sea, river, archipelago, places to bathe, boats, lakes and canals. At ground level this closeness is not as obvious, however. A number of locations appear to have barriers of various types, such as car parks, roads, tram routes and buildings.

The group's efforts have centred on how experiences can contribute to the development of Gothenburg's future, and how the city can make an international impression that will draw visitors here, encourage people to settle here and ensure that Gothenburg's residents always enjoy living in their city.

## FUTURE VISION

*People come first in the Gothenburg of the future. Nyhavn in Copenhagen is an appealing example of the direction in which Gothenburg must evolve to become a more welcoming city. In Gothenburg 2021, the finest areas of the city have natural links to the water and are designed for human encounters and experiences.*

### Stora Hamn Canal in Gothenburg

Stora Hamn Canal (Stora Hamnkanalen) is a beautiful place today, surrounded by imposing buildings. The space is mostly deserted, however, apart from a few passersby on their way to Nordstan shopping centre. The canal and the water are inaccessible to people, partly because the space closest to the water is occupied by cars, buses and trams, and partly because there are very few attractions in the area.

### Nyhavn in Copenhagen

Nyhavn is a true gem in the centre of Copenhagen. The buildings are painted in bold colours, there are boats in the canal, street musicians, restaurants, cafés, deck-chairs and ice cream bars. Cars are excluded from the stretch between the buildings and the water, which is solely for pedestrians and has numerous terrace bars and cafés. Nyhavn is a space that is dedicated to experiences and human encounters.

From the international perspective, Gothenburg 2021 is still a city with the feel of a small town: a reassuring, beautiful, safe and tolerant town where people are good-natured and willing to help each other, but where attractions have developed into internationally recognised experiences with a content that is unique in the world. The city's events, art exhibitions, hotels and restaurants are not the biggest, but their content has a unique twist that gives them an international reputation. The social dimension is also a very important ingredient. Instead of prioritising roads, public transport and parking, in 2021 we see a city that leaves large spaces where people – its residents and visitors – can meet and enjoy the city and its experiences. The Gothenburg of the future is:

**A city made for people.**

### THREE THEMES

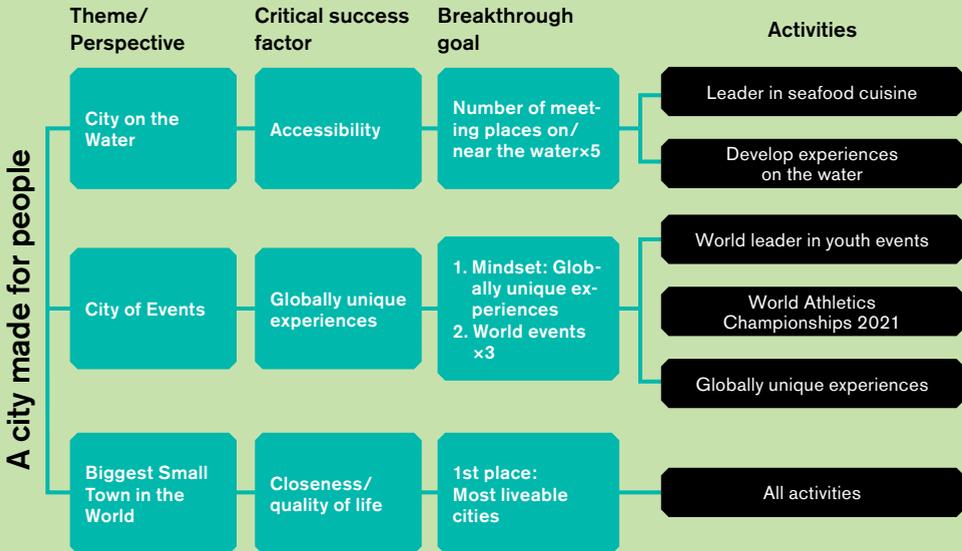
To become a city that is designed to put people and experiences first, we need to develop the following key areas:

1. City on the Water – closeness to the sea and water.
2. City of Events – events and experiences with a content that is unique in the world.
3. Biggest Small Town in the World – greater collaboration and closeness between people preserves Gothenburg's heart and soul as a small town.

## Scorecard

A balanced scorecard was used as a tool for evaluating ideas. The aim of this method is to achieve a balanced guide that links strategies with measurable goals.

The basic principle is that the parameter that is measurable is the action to be taken. The scorecard for the City of Experiences is divided into four main headings: Theme/Perspective, Critical success factor, Breakthrough goal and Activities.



### City on the Water

The critical success factor for becoming the City on the Water is accessibility. A breakthrough goal is set to measure how close we are to achieving the critical success factor, which is to increase the number of meeting places on or near the water.

### City of Events

The critical success factor is that more events and experiences have a globally unique content. The breakthrough goal is to achieve the mindset that experiences should have a globally unique offering right from the planning stage, and that Gothenburg should host at least three international events by the year 2021.

### Biggest Small Town in the World

The theme of the Biggest Small Town in the World has closeness and quality of life as its critical success factor. To measure closeness and quality of life we use an international index known as Monocle's Most Liveable Cities Index. In 2011 the top cities on the list were Helsinki, Zurich and Copenhagen. The goal for 2021 is that Gothenburg should take first place.

The Monocle Index assesses the following criteria:

- Safety/crime
- International connectivity
- Climate/sunshine
- Quality of architecture
- Public transportation
- Tolerance
- Environmental issues
- Access to nature
- Urban design
- Business conditions
- Pro-active policy development
- Medical care

## 1. CITY ON THE WATER

*Gothenburg is already a city by the water in a purely geographical sense. By 2021 our ambition is that Gothenburg should also be a city where people feel close to the water.*

To achieve this, people must have much better access to the water, which means eliminating barriers such as car parks and public transport. Closeness to the water does not just mean canals and the river, however, it also means the sea, the coast and islands, lakes and waterways. New experiences need to be created on and in the water, and existing experiences need to be developed and refined.

In the future, residents and visitors should be able to walk along the canal and river, enjoy coffee at a café on a floating jetty, eat ice cream on a pedestrian bridge, swim in an outdoor pool by the riverside or take an express bus straight from the city centre to Vättlefjäll in Angered to go canoeing.

In the future, it should be easier for residents and visitors alike to get to the coast and the islands. At the coast and among the islands, improvements in accessibility and the visitor industry in general will offer a wide range of experiences, logistics solutions, transportation, food and lodging.

In the Gothenburg of the future, water will play a central role in the city's development. In addition to having easy access and being close to the water, rainwater will also play an important part. The fact that it rains a lot in Gothenburg is a feature that the city has chosen to use to its advantage. A number of properties in the city centre will have external art installations that exploit rainwater, and at Stora Teatern an art installation will play different notes depending on how heavy the rain is and how it falls. Residents will have developed a habit

of wearing colourful wellington boots whenever it rains. The idea of the "rain festival" will have become so firmly established that visitors will come to the city just for the opportunity of experiencing a rainy day in Gothenburg.

The universities in Gothenburg will have become leaders in water research, and their expertise in water will be showcased in a floating Water Science Park in the middle of the Göta River. The centre will conduct research into the sea, lakes, rivers, water supply, rainwater and water quality. As a result of its dedicated, strategic commitment to water, the city will have an acknowledged reputation not only as the city by the water, but also as the city with water.

### **Leading role in seafood cuisine**

Gothenburg and the surrounding area have a long history in the fishing industry. Seafood cuisine is already part of the tradition of the city and it should be possible to launch an international seafood festival. In the longer term, the ambition is to establish the city's reputation as a leader in seafood cuisine.

- A seafood festival with international ambitions.
- Revitalise the fish quay and develop it into a visitor attraction (inspired by the Fish Market in Tokyo).
- Create a Fishing Academy.
- Closer collaboration between the fishing industry, restaurants, the city and Feskekörka fish market hall.

### Experiences on and in the water

- Develop Stora Hamn Canal (Stora Hamnkanalen) and give people access to the water. Use Nyhavn in Copenhagen as inspiration.
- Open up more harbour canals.
- Develop one of the beaches at the coast into a sea-side experience.
- Make the sea accessible by making it easier for residents and visitors to get to the coast.
- Direct buses from the city centre to beaches/pools.
- A restaurant or experience at the top of Eriksberg gantry crane.
- Preserve the cranes and gantries in the port area and revitalise the area with new experiences.
- A floating quarter with floating gardens, restaurants and cafés.
- Create stories and experiences based on the sea, such as Poseidon, the mermaid, the Swedish Ship Göteborg, boatbuilders in Masthugget, lighthouses, fishing settlements, the coast and islands, etc.
- Treat the river so that people can swim in it at any time.
- Centrally located outdoor pool in the river, or a floating pool on the river.
- Develop the coast and islands for the visitor industry, with accommodation, communication links, shopping, restaurants and experiences.
- Investment in public pools/beaches and playgrounds, with the goal of developing seaside experiences and play parks that become a destination in their own right.

## 2. CITY OF EVENTS

*Experiences and events are already a good reason to choose to visit or live in Gothenburg. The city has a long tradition as an events city and this is a big part of the brand. Such events have helped to place Gothenburg on the global map even though it is a small city. The city nevertheless has the potential to become even more successful by adopting a mindset of creating globally unique experiences. A globally unique experience does not have to be big, but requires us to keep in mind that every event and experience should have some sort of unique twist.*

- Create experiences all year round, no matter what month it is.
- Develop a number of annual world-class events. Choose five to focus on, such as Göteborg International Film Festival, the International Science Festival, Gothenburg Culture Festival, Gothenburg Christmas City/City of Lights and Way Out West.
- Organise a world exhibition for 2021.
- Floating music/culture stage for an audience of 5,000. Stress that this stage will be built with music and culture in mind, not sport.
- Encourage the districts to take pride in hosting festivals and events in their district (develop unique district festivals inspired by the example of Hammarkullen Carnival).
- Bid to host the World Athletics Championships in 2021. Gothenburg has previously hosted the World Athletics Championships in 1995, the European Athletics Championships in 2006 and will organise the European Athletics Indoor Championships in 2013. Every alternate year the city hosts the Finland-Sweden athletics international, and each year it holds one of the world's biggest youth tournaments in athletics, the World Youth Games.
- This gives Gothenburg a prominent position as an athletics city, and the goal is to host the World Athletics Championships in 2021 and create a new public festival for residents and visitors.
- Build a new arena or modernise Ullevi stadium.
- Develop a new city district for the World Championships village.
- Apply to host the Volvo Ocean Race in 2018. This event is an excellent platform for promoting Gothenburg as the City on the Water.
- Organise more winter activities. Develop a winter festival that combines winter sports events with a big indoor music festival.
- Showcase and build on Gothenburg's successful history as a city for events and experiences in the form of an events museum, for example. This could illustrate the city's history using new digital technologies.
- Create opportunities for Heden to provide activities all year round, including sports, markets and other experiences. Heden should be kept as an open space, but the ambition is to refine it without harming existing activities.
- Create an area where residents are invited to create their own space. The space will never be finished, but will exist in a constant state of renewal.
- More accessible and better-developed lookout points. Create experiences in these spaces.

**World-leading role in international youth events**

Gothenburg already has some of the world's biggest youth events and has the potential to eventually achieve a world-leading role in youth events.

- Develop existing annual events, such as the Gothia Cup, Partille Cup, Göteborg Basketball Festival, the World Youth Games, Gothia Floorball Cup and others.
- Create new youth events in culture, learning and sport.

**Globally unique experiences**

- Gothenburg Christmas City becomes the City of Lights. Create illumination experiences as the darkness closes in from November to March. High-tech lighting projects for the facades of buildings, streets, parks and light shows in the sky. Light shows and sound are linked digitally to a computer centre that allows colours, images, music and the like to be controlled.
- Turn problems, such as rain, into opportunities:
  - Buildings that manifest and exploit rainwater.
  - Experiences every day it rains.
- Develop the film clusters that have formed, such as Gothenburg Film Studios.

### 3. BIGGEST SMALL TOWN IN THE WORLD

*According to the UN list of the largest cities in the world, Gothenburg is in 940th place. So there are 939 cities in the world that are bigger than Gothenburg. Trying to assert our position as an international metropolis would clearly be a very difficult task, but no city has yet claimed the position of the biggest small town in the world.*

Despite expansion and growth, the ambition is that Gothenburg should still have the feel of a small town that preserves and builds on warmth and the spirit of cooperation. The Gothenburg of the future will be distinguished by its openness, friendliness and security. Adopting the role of biggest small town in the world is about preserving the human and geographic closeness that Gothenburg has long been known for, as the city grows. By 2021 Gothenburg should be at the top of Monocle's Most Liveable City Index, see scorecard.

- Let the dialogue with residents continue right up to 2021 and maintain the dialogue portal.
- Stimulate the development of a more welcoming environment between the ports and the city, and create expectations when people arrive by air, rail, car, bus or ferry (e.g. at airports, train station, the harbour entrance, on motorways, etc.).
- Let the small town values of warmth and cooperation be reflected in all our activities in preparation for the 2021 centenary.

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## FOOTNOTE

1. There is strong support among the residents of Gothenburg for future initiatives in tourism, culture, entertainment and events. Just over 80 per cent of residents feel that this is important. Rudolf Antoni, report no. 40, 2007, from the SOM Institute (Society, Opinion, Media).

# CITY OF GROWTH

## A STRATEGY FOR 2021

### To remain an attractive and dynamic city, Gothenburg must always strive to grow

The ambition to grow must start with what already exists today. Gothenburg has always had a strong manufacturing industry and been a hub for trade, and this has built a reputation around the world. These are strengths that we can and should build on.

Gothenburg needs more people with all types of backgrounds and experience. The city is currently scattered and sparse, with plenty of available land in which to expand. Many of the potential sites are in attractive central locations and are publicly owned. In the period up to the 2021, Gothenburg must actively grow through careful urban densification and a new programme of building.

### Gothenburg must grow sustainably

Economic growth is a requirement for the city to grow. Its population must be able to earn an income through industry that builds on the creation of real value. But this production must be “green” and sustainable. In the long term an ecologically sustainable community is the only thing that can grow and create a good life for its residents.

Another requirement is that the growing community includes all its residents. A city where a large proportion of the population feel unneeded or excluded will never be a good city. In an inclusive society, everyone has a role to play.

### Three elements that will lead to inclusive, sustainable economic growth

The “Gothenburg spirit” originated as an expression of the way different stakeholders could work together with the best interests of the city at heart. This spirit has been a constant theme in the development of Gothenburg. By tapping into the Gothenburg spirit we can continue building Gothenburg as we head towards 2021. This spirit can be summarised in three elements:

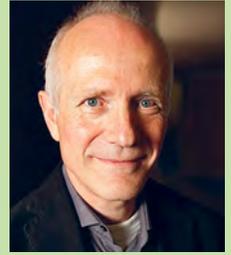
**Confidence** – this is vital in Gothenburg. Confidence in other people and in our jobs and leisure means that we dare to try out new ideas. This generates creativity, which leads to growth.

**Security** – people should feel safe in Gothenburg. It is not just a matter of physical safety, being able to walk the streets and squares, or negotiating traffic, but about trust. Being able to trust the people around you, your colleagues and society, so you feel confident enough to generate new ideas. This will make us a test bed for innovation.

**Accessibility** – both physical and social. The port is a hub for Nordic trade with the world around us. Reliable and sustainable transport within the city and to the outside world is essential for growth. Similarly, the entire city should be accessible to everyone, as this strengthens democracy and integration.

The combination of these three elements will also create a fourth element: **Well-being**.

**Morten Lund**  
Chairman  
City of Growth



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City of Growth proposal:  
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presentation/](http://goteborg2021.com/presentation/)

## Our goals for 2021 must be ambitious

Gothenburg is one city in the world, and is one of a handful of Nordic cities with an English name. The city's strategy is to make an international impression by creating unique experiences that combine originality with the City of Events concept. Gothenburg's third centenary in 1923 was very ambitious and laid the foundations for our modern community. The fourth centenary must set ambitions and prepare the city to play an active role in the global social development of the future.

## We need the right tools to make things happen

It is not enough simply to describe a scenario for the City of Growth. The city must draw up plans that it also has the power to implement, otherwise our scenario is no more than wishful thinking. The city has no power to enact laws. Nor does it have the power to decide on big investments in industry. But the city can actively use urban planning and public investment, or start municipal initiatives to facilitate all forms of growth. This will be idea-driven urban planning, to achieve the goals of ecological, economic and social growth.

## FIVE AREAS

The City of Growth group has focused on five areas that are especially important to fulfil the strategic plan. These five areas cover infrastructure, architecture and community development in general. We recognise this is far from a complete picture, but it represents priorities that are possible and realistic. They reflect the discussions within our group in autumn 2011.

Each initiative should be world leading. Otherwise we will not make an international impression. They should primarily fall within the municipal abilities of the city, so that development can be driven locally, without being dependent on government or higher authority. There are also links between all five areas. They form a framework for further discussion. Studying how they are related reveals new and interesting questions that can be both complex and challenging.

1. **Blueways/greenways.** A system of recreational bike and pedestrian paths designed to integrate the different parts of the city more effectively.
2. **Smart traffic.** A system of integrated solutions for the most traffic-safe city in the world.
3. **Knowledge arenas.** Designed to develop our identified strengths: clusters of different disciplines that will help to develop the manufacturing industry of the future. A financial cluster for developing new models is also needed.
4. **New housing plan.** A massive initiative to create housing for young and newly arrived residents in attractive locations.
5. **Open schools.** Schools, universities and colleges open to the public to provide creative meeting places all over the city.

## 1. BLUEWAYS/GREENWAYS

*Few cities have such fantastic natural assets as Gothenburg in terms of green spaces and closeness to the water. The city is beautifully leafy, while the Göta River, streams and canals criss-cross the centre of the city, offering a unique combination of natural beauty and recreation for everyone. The coast and islands can be reached by public transport, and large woodland areas are within reach of everyone who knows how to get there.*

Large sections of the river and canals are cut off from city life by roads that not only limit access to the water, but also reduce our ability to get through the city on foot or by bike. For the population in the north east, and on large parts of Hisingen, the lack of accessibility greatly reduces the pleasure of being able to get to other parts of the city by walking or cycling.

The blueways/greenways will be a social project that integrates all parts of Gothenburg through generous access to safe, recreational travel routes. It should be possible to ride together side by side, without the fear of blocking the road or risking being run over. Children and young people should be able to get to school on these paths and would be encouraged to explore other parts of the city. Adults should be able to commute by bike.

Two combined bike and pedestrian paths will be established as green, linear parks. One will link Bergsjön with Saltsjön, along the southern shore of the Göta River, and follow roughly the same route as the no. 11 tram. The other will link Kvilledalen with Mölndal along the smaller canals and streams. Work should start as soon as possible on a pedestrian and bike bridge across the river to complement the public transport bridge that will be built later. Several opening bridges for bikes and pedestrian traffic will gradually be added, linking to these paths. Other bridges across canals and streams will similarly link the Kvilledalen – Mölndal path with surrounding areas.

The linear parks will provide good accessibility through a network of connecting cycle paths and pedestrian paths along city streets and in the urban landscape. Where possible, the linear parks could also provide sports facilities, event spaces and small gardens. Allotments and smallholdings could also be created for city users.

Gothenburg's ambitious plans for Älvstaden – River City Gothenburg – which involves developing large areas around the river, will naturally be integrated with the blueways/greenways. The green parks will also have an important role as catchment areas for rainfall as the climate gets wetter.

### Proposals

- Combined cycle and pedestrian paths for recreational, safe and sustainable travel will be established between Bergsjön and Saltholmen along the Göta River, and between Kvilledalen and Mölndal along streams and canals. This will encourage integration between isolated parts of the city.
- Lightweight bridges with large opening spans for bike and pedestrian traffic will be built across the Göta River from Gamlestaden westwards, to link Hisingen with the city centre. A series of smaller bridges will be built across streams and canals to link the Kvilledalen – Mölndal path with surrounding areas. Bike and pedestrian traffic can then significantly supplement public transport.
- Jetties, bathing areas, ramps and steps will be built along both paths to give everyone safe access to the water and the opportunity to enjoy the waterside. The blueways/greenways will then be more than transport routes, they will also be areas for recreation.

## 2. SMART TRAFFIC

*Imagine a city where taxis and public transport complement each other, or where you are guaranteed a bike when you have taken your car in for a service; a city where you can pick up a rental car as easily as stepping on a bus or tram.*

Our need for travel continues to grow. At the same time we need to reduce environmentally harmful emissions and fossil fuel consumption. Cars and other vehicles have a major impact on the urban landscape and take up a lot of space. Traffic takes up space that is needed when new homes are built by densification.

We therefore need to reduce car traffic, while providing more cycle paths and public transport. As the largest port in the region, Gothenburg is also a centre for freight distribution and a logistics hub for the Nordic countries. Effective and safe transport routes are a fundamental requirement for growing industry. This means we must also make provisions for heavy traffic.

The city must maintain the mix of traffic that exists today, but optimise its capacity through integrated, intelligent solutions. We need a system that allows vehicles of different types to complement each other and communicate with each other. Gothenburg is currently a world leader in road safety and also has the resources to lead development in integrated systems, thanks to the expertise of Volvo, Chalmers University of Technology and transport companies.

Public transport currently has major problems with bottlenecks in the city centre and with urban sprawl in the suburbs. For many people, the car is the only effective option for their daily commute. Smart traffic is flexible, allowing a choice of means of transport, as well as suggesting the best route and sending vehicles where they are needed most. It is more about designing for intelligent traffic flows than introducing futuristic modes of transport such as monorails or underground systems.

At the same time the city must of course continue to invest in environmentally friendly transport, reducing noise with better road surfaces and increasing the number of electric buses. Technical solutions need to be

developed for inductive charging and remote communication through the roadway. Rapid travel to the suburbs will increase the appeal of building and living there.

Gothenburg needs to reinforce its position as the logistics hub of the Nordic region. The port is the main reason why the city was originally founded here. It was once the gateway to the world when people set out to travel. Nowadays, freight takes the same route. Rail connections to the port are important to the whole of Scandinavia and form a vulnerable link today. We need a robust solution can be integrated with urban development as a whole.

The river is a transport route for shipping to Lake Vänern. One solution for coping with the proposed lower bridges between the mainland and Hisingen is to use barges. Modern barges that are integrated with river traffic in Europe could replace a proportion of existing road transport by truck. Gothenburg could promote such development and where possible use barge traffic itself for freight to Sävenäs and Ryaverken, for example.

Thanks to our location midway between three Nordic capitals, the goal of becoming the logistics hub of the Nordic region is highly realistic. However, we need all the links in place. The goal is to have high-speed rail links to the capitals and a rail link to Landvetter Airport in the east. All these elements match closely with EU objectives for the Trans-European Networks (TEN).

The large motorways that intersect the city carrying heavy traffic are serious obstacles. They act as barriers to the water and restrict access for cyclists and pedestrians who want to travel between areas of the city. Major investments have been made in tunnels, but the roads at their mouths still create barriers that make the benefits less obvious.

**Proposals**

- Develop an integrated transport system using rental cars, car pools, bike pools, trams, buses and ferries, combined with commuter trains and regional trains with multiple stations to permit direct travel.
- High-speed trains to Oslo, Stockholm and Copenhagen.
- Rail line to the east via Landvetter and Borås to expand the labour region and provide an effective link to the transport hub at the airport.
- A robust port rail link that is integrated with other urban infrastructure plans.
- Safe, protected motorways for carrying heavy traffic through the city.
- Encourage the development of barge traffic on the river, integrated with river traffic in Europe.

### 3. KNOWLEDGE ARENAS

*Gothenburg will reinforce its position as a centre for new learning and development. The knowledge arenas will bring together industry, organisations, universities and research institutions. Gothenburg and Region Västra Götaland will provide a fertile environment that is an essential requirement for the City of Growth.*

The arenas will aim for excellence and strive for originality in industry, research and culture. At the same time they will communicate and express themselves through popular exhibitions and events.

Five clusters are defined today as areas of key importance for the city and the region<sup>1</sup>. Gothenburg is not a world leader in every area, but it is important for the future to build on what already exists and works well. The knowledge clusters that have been identified so far in discussions between industry, the city and academia are:

- Urban planning for the future
- The marine environment and marine sector
- Life Sciences
- Transport solutions
- Green chemistry and bio-based products

All five areas have strong links to manufacturing industry. It is essential for the future that education is included in this approach and encompasses the entire education chain, from compulsory schooling to university. We also need to add a sixth – a financial cluster. Sustainability in its wider sense will always be on the agenda.

The existing areas where Gothenburg stands out against global competition are in production and transport technology. The wide span covered by manufacturing industry has given a prominent role to research into environmentally sustainable production. Gothenburg has a unique location and has many companies in the transport and automotive industry. It is also home to Volvo and forms a logistics hub for the Nordic countries, having the largest port in the region.

Medical research has great potential to become an arena as a result of initiatives by AstraZeneca and Sahlgrenska University Hospital, but also needs smaller companies to become established in order to provide the necessary adaptability.

Gothenburg is a segregated city where social and cultural barriers are often greater than the physical ones. The city needs to become inclusive in all its activities. In the north-eastern districts the city and the universities have set up relevant research projects that aim to increase the involvement of residents through urban planning. Initiatives such as these could develop into a cluster of international standing that combines social research with urban development and create an arena for urban development.

Gothenburg has a strong lead in the maritime sector, in shipping and shipbuilding. It does not have as strong a position in the marine sector, however. We therefore propose a centre for marine development in Fiskhamnen. Through our links to fishing and the food industry we can develop fish farming, bioenergy from the cultivation of algae and possibly osmotic power generation.

Finally, as a growing number of companies strive to develop and grow, they will need access to financial resources and expertise. This shows the need for a sixth cluster: a financial knowledge arena. Only a handful of financial institutions remain in Gothenburg since the banks moved out their decision-making bodies. The only heavyweight financial institutions that are based in Gothenburg are the Second and Sixth Swedish National Pension Funds (AP Funds). The banks do not need to have a monopoly on financial services. A cluster of stakeholders could be brought together in this area and achieve prominence through collaboration. The city could signal its ambition by trying to attract one of the international financial bodies for the EU or UN as a seed for developing a knowledge arena for financial models.

### **Proposals**

- Set up pilot projects that use urban planning and architecture as a social tool for involving residents. Organise this as an event, with the aim of becoming an international event by 2021.
- Develop new and existing dialogue groups that enable the city, industry, academia and the experience industry to identify new crossover points for encouraging innovation.
- Develop marine planning. Invest in a cluster for marine development in Fiskhamnen, based on fish farming and generating energy from the sea.
- Financial expertise has moved out of Gothenburg in recent years. This needs to be encouraged back if the city is to grow. Add a sixth, financial, cluster as an important ingredient for growth.
- The work places of the future could very well lie in the new areas that are now taking shape. These companies play an important role in growth. One of the tasks in the planning process will be to provide space for tomorrow's industrial facilities in the inner city, for example on Ringön.

#### 4. NEW HOUSING PROGRAMME

*One important aspect of improving integration is providing good, affordable housing for everyone. One of the biggest contributions to an inclusive society is to build cost-effective housing based on appropriate financial models. Those who find it most difficult to obtain good housing at reasonable cost are newcomers who want to gain a foothold in the housing market.*

They may be young people who are leaving home, immigrants, students, new families or people who have moved here for work. Deregulation of the housing market has, however, made it difficult to build new homes at low cost.

A model for providing starter homes is therefore an important part of growth policy and a social target. This will require political tools and a sustainable finance model. One form of housing that has attracted attention but never really gained wider popularity is the housing cooperative. Gothenburg has several strong housing companies, municipal, cooperative and private, which ought to be able to develop the idea of housing cooperatives.

We realise that the “Million Programme” of the sixties and seventies has made many people wary of the idea of major building programmes. It is also true that the housing built under that programme in outlying districts, and other small housing estates, is now around fifty years old and in need of major renovation. This is particularly important for meeting established environmental targets. This extensive renovation process needs to begin soon and will transform these housing areas with their stained exteriors into a much more attractive place to live.

#### Proposals

- Start a new “Million Programme” with the goal of building and renovating cost-effective housing for newcomers to the housing market. Find suitable land for this primarily through the densification of existing areas.
- Each new building must create a positive impression by making a net contribution to the environment. By using green design principles and technology the buildings can generate more energy than they consume. These buildings will also enhance urban life and public spaces by employing socially inclusive architecture.
- The architecture must be adaptable and experimental, and provide a wide range of opportunities for all lifestyles in our open society. It must also comprise a mix of housing and ownership forms.
- New models for ownership and finance should be developed, such as cooperative apartments and mixed forms of ownership. Another alternative is to develop a model based on micro-loans that match regional requirements.
- All new building projects must find a balance between design for existing social life and urban culture, and community needs to reinforce social development and recreate the city.

## 5. OPEN SCHOOLS

*The city's vision is to encourage meetings between people. The city has always been a meeting place for exchanging goods, services and ideas with each other. In modern society, knowledge has become an equally important item of trade. We combine knowledge from different disciplines. We compete and we collaborate. Meetings are a constant element, while institutions and work places change with time.*

Meeting places play an important role in a dynamic and inclusive society. Today, people can meet in virtual spaces or in real life. Never before have people encountered each other in so many different ways, yet the need for meeting places has never been greater. This applies especially to meeting places that are not linked to consumerism.

Schools are natural meeting places, and the best form of integration takes place through children. Gothenburg's central schools are often buildings that date back to around the last centenary. The times were poor, but they built fantastic schools. Children studied in palaces, while their families lived in the kitchen.

The city has schools in every district that could be used more effectively in the evenings and at the weekends. School buildings also have a role as symbols for knowledge and development. Many of them are currently silent and deserted outside school hours.

Schools should be opened up to the city's population to provide natural, everyday meeting places. By refurbishing and using school buildings for other purposes we can not only create more real-life meeting places, but also make schools part of the city's "best rooms". They can also provide a source of income when premises are rented out for meetings.

### Proposals

- Ask each district committee to investigate which compulsory schools and upper secondary schools would be suitable as meeting places outside school hours.
- Examine the costs for renovation, staffing and other associated requirements.
- Set a target that at least one school in each district should be made into a meeting place.

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## FOOTNOTE

1. "Five Clusters in West Sweden with strength and potential for the future": Chalmers University of Technology, the University of Gothenburg, the City of Gothenburg, Region Västra Götaland and the West Sweden Chamber of Commerce.

# THE OPEN CITY

## ENTRANCE

*Politicians, business leaders, vice-chancellors, teachers, managers and heads of associations: Practice what you preach! Clarity, continuous review and quality assurance are essential in driving the process of change. The real strength of the city's municipal organisation is that it has the energy to motivate! The real message of the 2021 centenary plans is to show that we have the ambition. In this sense it may be enough to turn the spotlight on what is already being done. Let us be the city that does things differently, let us be the inclusive city.*

According to surveys, Gothenburg is a city that is already perceived by outsiders as open, but its residents are often described as segregated and inaccessible. We therefore need to ask ourselves the question: What can we change and what needs to change? When we lift the lid we see a city that has consciously and systematically pursued issues and initiated and completed projects in many different areas, with the aim of fostering a sense of security and belonging among its residents. Security and trust are essential if people are to be open and welcoming to each other and their visitors. So as the Open City perspective group prepares to submit its best ideas, we have to ask: Can new ideas make a difference? Are more ideas needed? It is clear that very many people know what needs to be done. Our rules, laws and directives are clear, so why have we not made more progress?

The Open City could make things easy for itself by claiming that if we just do what we are already committed to, then the vision of the Open City will be achieved. Gothenburg could then not only claim to be the sustainable city, but also the city with staying power.

We need a more cohesive city. There is no shortage of ideas, projects and plans of action, but what we are doing is not being seen. If no one knows about all our great work, we cannot take pride in it. Can we together find a way to prioritise our efforts? Can we

together find a way of thinking bigger than ourselves? Change requires the courage to weigh up the "swings and roundabouts" – if a cost at one end will give a profit at the other, then is it not worth implementing? The vision for 2021 has the potential to serve as a reminder and catalyst. This alone can bring about change. But it will require a positive attitude to change, and acceptance of our individual responsibilities.

What if some of the elements on which our current system is based are false, that they are disruptive and our vision of the Open City is therefore utopian? If our ideas and plans, old and new, are to lead to genuine openness, then we must all show that this is what we want, at every level. We need to create the conditions for change. Consider this for a while, before you read about the future vision for the Open City.

**Let's open up the city together!**

**Tasso Stafilidis**  
Chairman  
the Open City



See the presentation of  
the Open City proposal:  
[goteborg2021.com/  
presentation/](http://goteborg2021.com/presentation/)

## FUTURE VISION

*In 2021 Gothenburg will be an open, accountable, accessible, safe and inclusive city. On the way to 2021 every district of the city will gradually be opened up.*

- Gothenburg is a city where people's needs and rights are self-evident and come first. Everyone's skills, differences and experiences are regarded as an asset to the city.
- Gothenburg is the city where there is good schooling for everyone and an employment market for everyone. People feel good and are involved in their daily lives and in the development of the city. We have removed obstacles from people's lives.
- The whole of Gothenburg is an attractive city in which to live, work, study and spend time – so information and signs are provided for everyone in a range of languages. Every area of the city and all residential districts have individual, well-maintained, inclusive public spaces and meeting places that appeal to all groups.
- Gothenburg does not have any negative segregation and therefore no need for integration. Instead we have inclusivity. The entire city and everyone who chooses to live in it is equally valued and respected.
- An open, accessible and inclusive city provides space for people, animals and nature. Public transport is free and makes it easy for people to visit new places and move outside their familiar comfort zones. As a result, cars are largely unnecessary, and those cars that are needed for access or transport are out of sight, away from the waterside locations and spaces where people congregate.
- In Gothenburg our activities are quality assured, with the aid of checklists that are followed by the city and industry.
- A sense of belonging is fostered through pride in Gothenburg. Long-term collaboration on sustainability gives a high profile to good work.

## VALUED IDEAS

1. Free public transport
2. Public spaces/meeting places
3. Checklist – quality assurance
4. Gothenburg Ambassadors
5. A labour market for everyone
6. The history of Gothenburg and its people
7. The Water

## 1. FREE PUBLIC TRANSPORT

*Everyone should be able to use public transport. Public transport will be free, integrated, accessible, flexible and welcoming. People should feel liberated when they use public transport. Everyone who wants to use public transport should be able to do so, and everyone who has the opportunity to use public transport should want to do so.*

Public transport encourages and enables people to meet, so it should carry a sense of hospitality. Issues such as comfort, routes and means of travel (electric river taxi, bus, tram, train, underground, overhead trams) must be reviewed. It is essential that everyone should find it easy to travel, so language, finances or disabilities should not be an obstacle. Cars will not be needed in the inner city.

**Uniqueness:** Gothenburg will be the city to succeed in introducing free public transport. This will be a world-first and will definitely make an international impression.

**Finance:** To be explored from several perspectives. We believe that free public transport will benefit both the local economy and the national economy. It will encourage mobility and enable more people to be self-sufficient, since they will be less dependent on subsidised transport, for example. It will make meeting others easier and encourage travel outside our familiar comfort zones. The environmental impact of cars will be reduced. Overall, this will have a positive effect on physical and mental health, as well being a source of pride. Undesirable effects, such as vandalism and becoming a home for the homeless (things are often seen as having less value when they are free), in fact make existing social problems more obvious and should be tackled through appropriate social initiatives, not by making public transport expensive.

**When?** We take one step at a time in the right direction. Start in 2013 by making sure there are no physical or language obstacles to travelling. Provide space for wheelchairs, pushchairs and bikes. Use the checklist (see idea 3) to guide procurement. Increase opportunities for young people and pensioners to travel free around the clock. Move step by step towards the goal of making travel sufficiently cheap or free! Automatically give new residents free public transport for a year.

## 2. PUBLIC SPACES/MEETING PLACES

*Designate certified meeting places, with at least one per residential area. Make the Götaälv Bridge a meeting space. A public space or meeting place should fulfil the criteria of encouraging people to meet and be perceived as being accessible, inviting and easy to understand.*

A public space/meeting place builds on the unique characteristics of the location. Rather than focusing on creating something new, it should exploit and highlight what we already have and like. It should be a “space for residents” that encourages people to meet and talk. It may be an indoor or outdoor space.

Certification means making sure the space is protected and well maintained; that people feel safe regardless of who they are and how mobile they are. A public space/meeting place could include a talking corner, in other words a modern equivalent of the “liars’ bench”, shielded from the weather, or perhaps heated benches outside a supermarket. It may be a modified playground, where adults or the elderly also feel welcome. It could be an existing square that is brightened up with flowerbeds, or it could be somewhere like Schillerska school playground that is turned into an inviting place to meet, instead of serving as a car park. A public space/meeting place can be something that draws the eye, something that encourages movement, laughter and conversation. It can also be something newly built and spectacular, why not a Guggenheim in Hammarkullen? This would create an attraction that brings visitors into an area they have not visited before, and generate pride among locals and curiosity among other city residents and tourists.

All certified spaces should have free wi-fi access, and by 2021 this service would have long been available to everyone in the city.

**Uniqueness:** The unique aspect is that the whole city would be involved. Responsibility for choosing sites would be delegated to each district administration, but the process would be driven by its residents. Each space would be chosen for its unique values, but added to these would be an element of surprise. Priority will be given to keeping these spaces clean and attractive, regardless of the economic situation.

**Finance:** The public spaces will rejuvenate squares and so stimulate local trade. This ought to appeal to property owners, but responsibility for choosing, certifying and keeping the spaces clean and attractive must fall to the public purse.

**When?** Starting in 2013. We assign each district to designate at least one certified meeting place each year until 2021.

### 3. CHECKLIST – QUALITY ASSURANCE

*The main purpose of the checklist is to provide quality assurance that all activities meet the inclusivity target. The questions asked will include “Who is it for?” and “Who is excluded?”.*

The checklist is simple, easy to grasp and applicable at individual, organisation and community level (equivalent to [www.kunskapsmatris-s2020.se](http://www.kunskapsmatris-s2020.se)). It contains around 15 points that are compulsory for city administrations and municipal companies, and advisory for other organisations. These cover forms of discriminations (age, gender identity/expression, ethnicity, ability, religion, sexual orientation) and ethical concerns. The checklist should be described and enforced by the city council in its owner’s directives to the municipal companies, and be regulated by city audit as part of the self-inspection process. The message is “Follow! or explain”. It is compulsory for all public procurement. Considerable monitoring will be required initially, but we believe that it will gradually become a matter of routine, just like the environmental audit.

The checklist will be linked to a communication plan, with the task of communicating the actions taken and highlighting the process of change (“What did you do? Describe what changes you intend to make.”).

**Uniqueness:** What makes this process unique is that the checklist is applied consistently.

**Finance:** Smaller organisations and non-profit-making organisations can seek micro-loans from a fund.

**When?** The city council has clear goals in this area for 2012. Step 1 identifies what is being done and communicates this widely. In 2012 we would like the city council to assign one of the administrations to prepare a foundation document for the checklist.

#### 4. GOTHENBURG AMBASSADORS

*“Welcome/Bien Venue”, or “We’re all Gothenburgers – and no one needs to be alone”. An ambassador provides a personal welcome to prospective, new and existing residents of Gothenburg. The Gothenburg Ambassadors are also our democratic ambassadors.*

Gothenburg’s ambassadors will play an important part in welcoming new arrivals, whether they are tourists, students, new employees or refugees. Our proposal also enables involvement in community development from a democratic perspective.

The ambassadors are a group of motivated residents who will gradually develop into a broad consultative body that can assist decision-making when the city’s policy-makers/administrations/companies need to gather views from residents on proposed changes. The ambassadors will therefore also have the opportunity to influence changes in the city they care about and want to see thrive and grow.

The human encounter is important in Gothenburg. Each year, thousands of Gothenburg Ambassadors will be nominated and certified (the more the better) through open nominations. Ambassadorship will be one of the criteria for employment by the City of Gothenburg in 2021. The criterion for certification will be caring about the city and the people around you (participation and responsibility). An annual ceremony will make it clear to everyone what a prestigious task this is. The Gothenburg Ambassadors will come from every part of the city and every age group. One area of focus is schools. An important role will be to pass on values. Ambassadors can act as guides, helping children and the elderly to find leisure pursuits and giving individuals a meaningful life. The ambassadors will also help to set up security rounds in residential areas to identify unsafe areas that require action. In schools, there will be dedicated work experience places that lead to certified ambassadorship. A contact centre will gather tips and ideas for improvements. These will be checked every day and published, so it is clear that action is being taken.

We also want to ensure that newcomers to the city receive information that is accessible, easy to find and available in several languages, as well as clear, internationally recognised symbols. All official websites will have a “New in Town” banner on the home page, with

links to all relevant information. The free wi-fi network will give automatic access when users log in. In addition, all street signs in and around the city will be multilingual, and where appropriate show internationally recognised symbols. Accessibility information for people with disabilities will be standard.

The idea also includes the setting up of a ticket centre where cultural attractions and transport providers, etc., can donate tickets for travel and various experiences. Certified ambassadors will have the opportunity to treat newcomers to the city to an experience free of charge, such as tickets to the Göteborg Opera or a tour of the coast and islands.

**Uniqueness:** Other similar projects exist, but Gothenburg is the only city to succeed in embracing it fully: The city that welcomes you all the way – from its signs to its people.

**Finance:** Openness contributes to the business model, which promotes business development within the destination, giving a competitive advantage. Businesses and the academic world find it easy to recruit the manpower they need to support their activities. Reports about the welcoming and accessible city spread around the world.

The potential for co-funding should therefore be good. Responsibility rests with the public sector however. (If we look at the example of the Settlement Workers in Canada, the scheme has municipal/government funding.) Organisation, training and certification should be handled by voluntary organisations, not the city.

**When?** Starting in schools now, those who are eight now will be 18 by 2021. From the children’s perspective, the initial sense of security and welcome they feel in school will gradually spread like ripples on the water right across the city. Ambassadorship will be combined with equality initiatives.

## 5. A LABOUR MARKET FOR EVERYONE

*Gothenburg is the best at social enterprise! In a welfare system it ought to be possible to do real paid jobs rather than collecting benefits.*

Jobs give individuals control over their own development and salary. Imagine, for example, if you were on social security benefits and managed to identify a job that no one was doing, but needed to be done, so your benefits were converted into a wage. Recruitment support can help to find imaginative ways to create jobs. Bureaucracy should facilitate, not hinder. The checklist (see idea 3) is compulsory when filling vacancies and during recruitment. The numbers of newly recruited personnel must be in line with the diversity quota and unemployment level. Social claims and unemployment should be linked to procurement.

**Uniqueness:** Every region is clearly battling unemployment and the alienation that follows in its wake. But Gothenburg will again be put on the map by tackling the problem as a whole, enabling more forces to work together and consistently follow a long-term approach, instead of taking short-lived initiatives.

**Finance:** Identify funding and projects that are already directed at the problem. Redistribute and prioritise these so that more share the responsibility.

**When?** Don't wait.

## 6. THE HISTORY OF GOTHENBURG AND ITS PEOPLE

*History is important in giving us a sense of pride and context. History is a living thing in Gothenburg and we document both the good and the bad aspects of our history each year. History reveals to us the story of the Open City. In this way we learn from our mistakes and are strengthened by our successes.*

School classes visit all the residential areas during their schooling, as required by the curriculum. Pupils learn on location and this enhances their geographical knowledge and their sense of security in every district of the city. They cover both the green aspects (nature and outdoor life) and the socioeconomic aspects of history. An app has been produced that relates tales of the city and is regularly updated with new stories, both public and personal. Our history is not a single history, and it is told through flesh and blood. The Gothenburg Ambassadors (see idea 4) supplement the role of the teachers. The Gothenburg Game is a game of life: players must travel around and in each location they can find a reward. This could be played in chronological order, for example Lödöse in year one, and Angered in year nine.

**Uniqueness:** If all school years across the city follow a well-designed plan, it ought to create an international impression.

**Finance:** Most of this is already being done today, so it is more a matter of doing it differently, with enhanced content. This can be done within the existing framework for the professional development of teachers, from teacher training college to the classroom. Development of the app is financed by advertising and sponsorship. Travel is by public transport (already free for pupils).

**When?** A review of the subject will start immediately. It should be a compulsory part of teaching (all school years) within three years.

## 7. THE WATER

*Few places are perceived as being as tolerant and inclusive as a bathing place. People of all ages and from all cultures gather in bathing places.*

Bathing combines play, sport and ritual. So let us create a pool next to the river, preferably in the river – and why not a modern sauna in the heart of the city close to the river? The water is likely to need treatment, but this will be made easier if heavy river traffic is directed through the Nordre River. It is important that the pool is open to everyone, in other words it is free or has a low admission fee. It should not be an adventure pool, but rather be surrounded by steps that invite people to sit and then slide gently into the water. A place that works equally well in the quiet of dusk as for wild games and splashing about.

Remember that water's symbolism for openness is the key. Port towns have an international character and, historically, Gothenburg was populated by people who arrived here by sea. Water also serves a transport route for people and goods, and provides a link with the islands in the archipelago and the world beyond. The history of Gothenburg would have been quite different if the city had not been a port town.

The river should be a place for recreation, trade and the environment. Think of the water as undeveloped land, and imagine floating restaurants, floating markets and meeting places. Use water as an energy source (thermal and wave power). See the coast and islands as an asset and make it possible to get there easily from quays in the city. Move the Stena terminal further out. Let the river and the waterways unite the city with bridges, meeting places and simple means of transport, such as electric boats. Illuminate selected areas around the water all year round.

**Uniqueness:** Architecture and lighting can be used to make such a place a jewel. A place to bathe in the city centre is not unique in itself, but openness and the fact that people congregate here from all over the city is unique.

**Finance:** Co-financed, possibly from a fund – as a gift to the residents for 2021.

**When?** Could be part of a centenary site that is opened in 2021.

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The Open City hereby submits its ideas. The group looks to the future with expectation and confidence.

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