What does good leadership look like?

Lessons from Bo01, Sweden
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PARTNERS

FACILITATORS

With special thanks to the following individuals:

Ed Taylor, Sandy Morrison, Klas Tham, Jill Malvenan, Neil Stephen, Howard Liddell
Nick Wright, Karen Esselmont, David Nicol, Ian Gilzean, Eric Dawson, Steven Tolson
Graham Ross, Geraldine McAteer, David Chisholm, Keith Gowanlock, Karen
Anderson, Sam Cassels, Riccardo Marini, Keith Gowanlock, Karen Anderson, Alistair
Scott, Heather Chapple, Martin McKay, Paul Ballantyne, Courtney Peyton, Sandy
Robinson

SUPPORTERS

Royal Town Planning Institute (RTPI), Royal Incorporation of Chartered Surveyors
Royal Incorporation of Architects Scotland, Historic Scotland, Transport Scotland
Scottish Natural Heritage, Homes for Scotland, The Academy of Urbanism, Dundee
City Council, Urban Design Group, TAYplan, Scottish Water, Scottish Environment
Protection Agency

Report researched, written and produced by Kate Givan, A+DS
WHAT ARE CASE STUDIES?

Case Studies aim to set out thinking, briefing or possible forward action on a specific topic or question. They provide in-depth information and can outline ways to tackle issues. This Case Study has been prepared by A+DS to support the Mixed and Sustainable Communities learning network which is managed by the Scottish Centre for Regeneration (SCR) in the Scottish Government. The views expressed in case studies are not necessarily shared by Scottish Government.

WHAT IS THIS CASE STUDY ABOUT?

The case study has been informed by the international masterclass given by Klas Tham at the Design Skills Symposium Scotland 2010. The Symposium took place at the Westpark Centre in Dundee on Aug 31st and September 1st 2010. Its purpose was to look at the need for the delivery of better places to meet the challenge of climate change.

The Symposium was a collaborative initiative between A+DS, Improvement Services, and the Scottish Centre for Regeneration and Architecture and Place Division of Scottish Government.

Klas Tham, the internationally renowned designer who led the design and delivery of Bo01 in Malmö was invited to address the design skills symposium with an ‘international masterclass’. Central to the Bo01 project are the ideas of ‘place’ and ‘sustainable development’. Through his leadership role on Bo01 Klas Tham has shown a way to meet the challenge of exemplary, sustainable development. The objective of this case study is to highlight key issues arising from the masterclass about how inspired leadership can enable the delivery of better, sustainable places, and draw out lessons for Scotland.
In this section the key factors that led to change being brought about at Bo01 are examined. The conditions that influenced the unique brief, with its focus on quality, are examined and consideration is given to how the emphasis on sustainability came about.

ABOUT MALMO

Malmö is Sweden’s third largest city, located at the southern tip of the country. The city is well connected to the European mainland by the Oresund bridge, completed in 2000, which links Malmö to Copenhagen in Denmark. The city has in the region of 300,000 inhabitants, which includes a high immigrant population of around 29%, and a higher than the Swedish average demographic of young people.

Malmö is thought to have been originally founded at the end of the 13th century by the Danes. The formation of the harbour in the late 18th Century, and the subsequent arrival of rail improved Malmö’s trading prospects and assisted its continuing growth. The city’s shipyards, formed in reclaimed land in 1840, went on to become among the biggest in world and Malmö evolved as a thriving industrial town. By the early 1980’s however, shipbuilding was in decline and the 1990’s saw the industry vanish completely from the Malmö dockyards. The city’s future was in crisis.
POLITICAL LEADERSHIP

“The disappearance of traditional industries was so fast and so complete that we had nothing to be defensive about. We simply had to come up with a new approach. And we decided that the way forward was to create a modern city which was at the very top when it came to environmental issues” (Anders Rubin, Deputy Mayor for Housing and Urban Environment).

Malmö’s period of industrial decline coincided with a number of environmental disasters that had a particular impact on Sweden (eg: acid rain, mass seal deaths). This was also a time that saw new political interest in issues of sustainability thanks to the 1992 Rio earth summit which highlighted, amongst other things, the important role for local government in tackling climate change. The conditions existed for this to have a particular impact in Malmö, since Sweden has a long tradition of political power being devolved to a local level.

Another factor contributing to political will for change was the construction of the Oresund link road and rail bridge, completed in 2000. This 8km long bridge connected Sweden to Denmark, with just a 40 minute journey between Malmö and Copenhagen. The huge significance of the bridge was that it linked Malmö directly to the rest of the European mainland, and so to a vastly wider network of potential population and business opportunities, at the very time that the city was looking to re-imagine itself.

It was in these circumstances, with contexts of sustainability and place competitiveness in mind, that the newly elected political leaders of Malmö began visioning exercises to rebrand and rebuild the City. City leaders wanted to see Malmö transformed from a working city to knowledge city. Recognising the need to mark a definite move away from industrial decline, they opted for what has been described as “a radical vision of a modern eco city” (Hambleton, 2009, p24-25) to tackle the collapse of the city’s economic structure. A key component of the City’s emerging strategy was to focus on regenerating the reclaimed industrial site of Western Harbour (Västra Hamnen). The site had been bought by the Municipality of Malmö in 1996 with a view to developing an entirely new district overlooking the Öresund strait. They began by building a campus for Malmö University on the site, which opened in 1998.

The decision was subsequently reached to make the initial investment in residential development on the site by means of a housing expo focused on sustainability – Bo01 City of Tomorrow. The City was already developing experience of exemplary sustainability initiatives; for example, through the regeneration of the Austenburg area. Part of the appeal of an international expo was that it afforded the politicians an opportunity to promote their ecological commitments and to mark the re-branding of their city on a global platform.

“Malmö has worked to remodel itself as a city of knowledge…one of the other central themes in the regeneration of the city has been a focus on the environment both from a broader sustainability perspective and also from an urban quality perspective in order to shake off the image of the dirty industrial town”

(Livable Cities, 2006, p1)
VISIONARY CREATIVE LEADERSHIP

Critical to the successes of the Bo01 City of Tomorrow project was the appointment of Klas Tham as its lead designer and programme co-ordinator. Klas’ reputation as a visionary architect / urban designer was well established at the time. He had worked with Ralph Erskine on the Byker housing project in Newcastle and had developed new ‘villages’ himself in the UK. He was to have a defining role in shaping the place that is Bo01. His ideas and designs can be seen to have influenced the very essence of the place. Indeed, Malmö City’s website credits Klas Tham personally as a key part the process of creating Bo01.

Within the masterclass, Klas Tham describes how his approach to design has been influenced by research into the form of all manner of European towns and cities. He is interested in how settlements develop over time, and how places can cultivate a sense of well-being in the people who inhabit them. He speaks passionately of his belief in placing human needs at the heart of designs. This is achieved by incorporating elements such as reveals, surprises, richness, complexity and intimacy in his designs. In Klas Tham’s delivery, his absolute passion for humanity is apparent. It is clear that the form and structure of the plan for Bo01 could not have been developed without such sensitivity to the human condition.

Klas’s holistic take on sustainability can also be seen at the very heart of the development of Bo01. His belief (quoted left) is that people must come to regard sustainability as not only the wisest option, but also as the most attractive one. This, he advocates, requires the very best in architecture and urbanism in order to balance the environmental and technical elements of sustainability with the individual’s social and emotional needs. It is impossible not to be affected by the passion, enthusiasm and commitment Klas Tham exudes as he describes his influences and experiences. He tells the symposium that he delivered much of the same material to representatives of the City of Malmö in preparation for Bo01, to convince them of the approach he felt needed to be taken on the site.

Klas Tham speaks also passionately about the need to embed quality in the design process. His Quality / Time model (Fig 1) illustrates that with an initial investment in quality, development sits above a critical ‘quality’ line. Happy residents are invested in the upkeep of their place, the place thrives, and the value of the development grows over time. With development below the critical line, people still move in, but are less inclined to invest in upkeep and over time decline sets in. At some point major investment will be required to regenerate, however, it will not be possible to bring it up over the critical line and over time, the same problems will arise again. This can lead to major financial implications for local authorities/governments. This argument was presented to the City of Malmö in preparation for the Bo01 expo to convince them of the need to set a threshold for design quality.

“...The urgent conversion of society to long term sustainability will only be possible when the sustainable alternative is regarded not only as the wisest, but also as the most attractive one... The prevailing quantitative standards for environmental sustainability, such as saving energy are necessary, but insufficient... It will not be until people’s aesthetic, emotional and social needs are also met that the sustainable society can be attained”

(Bo01 City of Tomorrow, Klas Tham)
“Our city used to be viewed as a declining former industrial town on the periphery of Sweden. Now we have positioned ourselves as a modern city at the centre of the Oresund region knowledge economy”

(Ilmar Reepalu, Leader of the City)
THE VISIONARY COMPETITION BRIEF
High-level political buy in allowed an ambitious brief to be set for Bo01: City of Tomorrow. The main objective for the exhibition was to create debate about ‘how we live today and how we will live in the future’. It is clear to see the influence on the City of what they heard from Klas Tham, whose thinking was enshrined into the project via the brief – “to strive for the best in aesthetics, ecology and high technology, placing people’s needs at the heart of the design.”

The expo would have two components; 1) an exhibition exploring radical visions of future living intended to provoke discussion, 2) a best practice exemplar pilot project for a mixed district. This development would mark the first phase of the new sustainable city district and was to accommodate commercial and social uses as well as approx 350 residential units by the time of the expo. The expo would showcase what was achievable in terms of designing, planning and building to the highest quality and energy efficiency standards. Design and construction would enable live testing of new sustainable methods and technologies for application on a wider scale.

INNOVATIVE PRACTICES & PROCESSES
The innovative practices and processes used at Bo01 helped produce a shared commitment to high ambitions. Initial development was to be funded largely by the Malmö government, which put them in a very strong position to influence the kind of place they wanted to create.

The City had been convinced by Klas Tham of the need to place quality at the heart of the development, which led them to initiate a unique process of negotiation called ‘Creative Dialogue’. This meant that, prior even to the sale of any blocks, a quality commitment was arrived at by mutual agreement from all those involved (Bo01 Ltd, the City of Malmö, 17 developers). This commitment to defined requirements and environmental targets was enshrined in a legally binding document – the ‘Quality Programme’ and was connected to subsequent contracts for the purchase of plots within the Plan. Developers were therefore obliged to fulfil guarantees regarding the quality of architecture, materials and technology used throughout the development.

By using public investment as a lever in this innovative way, it was possible to demonstrate to the development community that sustainable placemaking could be profitable. Profits were ultimately made on the sale of the Bo01 plots which went back into the public purse. The expo succeeded in showing that such a development could work financially and has influenced a wider market change in Sweden. Bo02 was subsequently developed profitably by the private sector without public intervention.

As the project developed all those involved in the development process were party to Klas’s lecture, which was embedded into the process. An ongoing series of inspirational lectures was maintained throughout the development process to sustain the partner’s enthusiasm and momentum towards achieving the shared vision for the area.

“The Bo01 Housing Fair was much more than a spectacular exhibition. It was a crucial part of the political aim of transforming Malmö’s ambiguous identity”
(Jansson, 2005, p1672)

“Compliance with the quality programme was important, although most of all it was the fact that planning became a shared learning process which ensured that the parties involved remained in step”.
(Sustainable Cities, Danish Architecture Centre Website)
THE PLAN - SUSTAINABLE PLACEMAKING

It is clear that the form and structure of the Plan for Bo01 could not have been developed without Klas Tham’s sensitivity to the human condition. He explains in the masterclass the importance of a strong masterplan, since the one thing certain about a town plan is that it will inevitably not end up exactly the way the designer anticipates. It is therefore vital to make sure that principles are robust enough that the essential essence will not be eroded by changes. The place that was created at Bo01 from Klas’ plan shows what can be achieved where strong basic principles are rigorously adhered to and well executed. Small, dispersed development parcels are laid out on what he describes as a rational, emotional grid, with high quality green spaces and public realm integrated. Successful placemaking requires all human needs to be accommodated (social and emotional sustainability).

FREEDOM TO INNOVATE

The politicians had adopted an approach of thinking differently, and doing differently, incorporating what have been recognised as "innovative approaches to management" (Hambleton, 2009, p24). As part of this approach they opted to further devolve power to the municipalities of Malmö – handing the 10 geographical districts responsibility for management and expenditure of their schooling, healthcare, social services, leisure and culture.

The result of this devolved governance on the Bo01 site was that local officials and politicians could be actively responsive to needs that arose, which fostered a culture of creative freedom. It is this type of governance at a neighbourhood scale that makes infrastructure choices such as Combined Heat and Power (CHP) more achievable. It also affords political leaders the space to think strategically about their place.

Another way in which freedom to innovate was embedded in the process was that within the framework of the Quality Programme and the Plan, officers, designers and architects were encouraged to take risks and seek new solutions.
Many of the exciting elements of the development resulted from this creative freedom. For example, in terms of minimising reliance on non-renewable resources, Bo01 has achieved particular success. Heating provision comes in part from solar roof panels, with the balance coming through thermal heating and access to the City of Malmö’s existing district heating system. Wind turbines cater for the district’s remaining electricity needs. Residents sort their recyclable and organic materials, which are transported for fuel to the local biogas plant. Energy consumption panels are installed in each home and the use of healthy materials in the dwellings and surroundings has been part of the quality commitment.

Part of the risk associated with trying new things is that not everything attempted will be a success. Ten years on from the competition launch, Bo01 is now a thriving community. The project has however faced its criticisms. At least initially the project was not warmly received by residents of Malmö. Over time, however, the waterfront’s public spaces and café’s have become a draw for residents of the wider Malmö community. The city has adopted approaches to accommodate public use of the common areas where possible - in one instance removing a large boulder from the seabed rather than banning swimming from that particular point of the waters edge.

There was a total lack of affordable housing incorporated in the initial site. The City did however proceed to develop the neighbouring site Bo02 with 70% affordable housing.

The affluent lifestyles of many inhabitants also had other unforeseen consequences. For example, a higher car ownership than anticipated meant a multi-storey carpark was subsequently built beside Calatrava’s turning torso. The rentable electric car fleet that was available to residents never took off, and the scheme was eventually withdrawn. Overall however, parking provision per household sits at a ratio of 0.7 compared to wider Malmö’s average ratio of 1.1.

Examples such as these show that part and parcel of innovative leadership is about being permissive - accepting that some mistakes will be made, but seeing them as opportunities to learn and move forward.
The Scottish Context

Scotland currently faces major challenges following the recent global economic crisis. It has been described as a time of austerity, with deep cuts underway to UK public sector funding. The Westminster government is driving through a series of reforms based on the ideology of ‘The Big Society’. In Scotland too, politicians and the development community are seeking new approaches to delivery.

Scotland has much to be hopeful about. The country is well invested in the renewable energy sector and has opportunities to lead on the development of related new technologies. Within the built environment sector holistic approaches to sustainability are perhaps currently less evident. Recent reform to the planning system does however call for the creation of sustainable places. The recent Climate Change Act ambitiously sets long term targets to mitigate the effects of climate change. These targets will impact on current practice in planning and development.

The Bo01 case study shows that it is possible to deliver something extra-ordinary even where circumstances are challenging. To inform this section of the Case Study, an interview was arranged with Trevor Graham, Head of Sustainable Lifestyle & Consumer Affairs at Malmö City Council. The 8 interview questions were framed around the key findings of the recent ‘Delivering Better Places’ research, and looked to draw out leadership lessons for Scotland arising from Malmö City’s experiences with Bo01.

1: Lessons on ensuring good leadership

Good leadership was critical to the successes achieved at Bo01. The following perspectives were offered on the role political / creative leadership played:

Malmö was coming out of crisis at the time of the project and there was an awareness among city leaders that business as usual would not work. Strong political will was present from the inception of the project.
1: Lessons on ensuring good leadership...

The Council Leader was a planner / architect by background and so the status of urban design issues featured prominently from the outset. Because of his professional knowledge, he had the confidence not to concern himself with details. Someone with a different background may have felt the need for more control. Politicians adopted a hands-off approach to delivery and put a great deal of trust in partner organizations and senior officers. This meant that key individuals in fairly senior positions were given lots of space to deliver on the aims and objectives of the project. This ‘loose leash’ approach encouraged innovation.

City leaders were accepting that things don’t always work out. They worked with a 90% / 10% success to failure rate. The culture was permissive and so creative.

2: Co-ordinating delivery

Bo01 was an ambitious and innovative project, delivered in a constrained timeframe. The following lessons were shared on co-ordinating delivery:

The expo put the project delivery on a unique footing. There were some more negative aspects to working to such tight timescales. Downsides included rushed construction impacting on quality of finishes and scenarios where suppliers inflated their prices, which impacted on construction costs. Positive aspects were that the status of the big event put pressure on those involved to produce something out of the ordinary, which provided good opportunities for innovation.

The concept of sustainability was right at the heart of the project, but the carrot of the expo made that easier to achieve. It gave an important impetus to the partners due to the showcase nature of the project.

3: Control the spatial development framework

Bearing in mind measures such as the Quality Programme, the masterplan, and the emphasis on striving for excellence, the following lessons were offered about how control was exercised over Bo01’s spatial development framework:

The Quality Programme gave all involved a common structure and targets to work to. The process to reach an agreed programme is one of compromise, but more so consensus. Partnerships were developed between the developers, service providers and the City. The aim was to make the programme as simple as possible, while allowing scope for ideas to develop.

In terms of the urban design, this meant strict constraints were placed on elements such as plot sizes and building heights. The general framework within which developers operated obliged them to work with an architect approved by the project team. The design code then allowed for flexibility within individual plots.
3: Control the spatial development framework ...

Environmental performance objectives were set by way of specific targets, as opposed to specific technical specifications. This meant the means by which the targets were reached was left up to individual developers, which allowed freedom to innovate.

The success of the process meant that same kind of practices have been used elsewhere subsequently. Bo02 used a ‘Building and living dialogue’ which further simplified the Quality Programme. This type of dialogue is now used as standard for projects lead by the City. Developers work well together and have started realising the weight that sustainability ‘branding’ can add to property values. The result is that developers are getting more ambitious themselves. For example, the City was asking for 0.7 car parking on a particular site. Developers pushed for less or even none since the site was in proximity to a train station.

4: Achieve fast and co-ordinated regulatory approvals

Gaining planning approvals can be a lengthy process. The following lessons were shared from Bo01 on how to achieve fast and co-ordinated regulatory approvals:

Bo01 is a special case since it was a competition site. The Quality Programme, masterplan and design codes all helped make it possible to fast-track applications.

Commitments to fast processing continued into the second phase of development. The initial dialogue process is time consuming, so in return the developers are assured of quicker approvals. The City is able to fast track planning consents, because developers are signed up to commitments/targets in advance.

Another result of the creative dialogue process was better communication between council departments. Previously, delays could occur for applications where departmental opinions differed. With the creative dialogue process, the Council’s departmental aims and ambitions must now be coordinated in advance so that applications can be processed efficiently.

5: Exercise ownership power

The following lessons were shared on the value of the City securing site ownership prior to development:

There is very limited scope to influence development on private land. There are planning guidelines, but there are more difficulties enforcing these on projects promoted by private owners. A key element of getting the process rolling at Bo01 was therefore the fact that development was on Council owned land.

In the 15 or so years since the project began, awareness has grown in the private sector of added values associated with building sustainably. There is increased comfort within the development community. It is reaching the point that private land is being developed in this way.
5: Exercise ownership power...

The City has developed its own sustainable building code which is being independently adopted by some private builders. The City is looking to develop the document as a voluntary code for other developers.

6: Attract funding for advance infrastructure provision

The following lessons were shared on how funding worked for advance infrastructure development:

The way the finances worked was a special case. Swedish law at the time allowed public authorities to intervene in private sales for compulsory public purchases. SAAB, who bought the land after dockyards closed had quickly closed the car factory on the site down. They were in the process of selling the site to a sister company for nominal sum when council intervened with a compulsory purchase. Money the Council invested in land purchase and infrastructure was ultimately recouped through sales of development sites.

7: Secure design quality through procurement strategies

Earlier questions referring to the Quality Programme, the masterplan and the related design codes explain how design quality was secured through the procurement processes for Bo01.

8: Thereafter: continue to invest and provide stewardship over time

The following lessons were shared about continued contribution to the success of a place:

The project was developed with a strong influence on quality of place/urban design. The same has been true with any subsequent interventions. An example of the continued investment occurred when, somewhat unexpectedly, large numbers of people began to swim at the seafront. This proved controversial since there were strong currents. However, rather than trying to prevent swimming, the City intervened to make the situation less hazardous by developing jetties enabling people to get in and out of the water more safely.
The Case Study analysis shows that the critical forces in affecting change at Bo01 were:

**Impetus for change – new contexts, opportunities**
- There is something in the circumstances which conspire to make change possible at a particular point in time. This means getting the right group of people, with a particular energy, together in a place at a particular point in time, thus enabling something special to happen.

**Bold political leadership**
- Political champions are essential in driving major change. The leadership that delivered Bo01 has been described as outstanding. With the politicians fully committed to long term planning new possibilities are born; the sign up to quality programme, funding provision, and constitutional changes to enable further local autonomy.

**Visionary design leadership**
- You need a visionary creative agent/champion to drive change. That person must have unique qualities – an ability to inspire, innovate, unify, mediate and compel people to strive for quality. Such a leader at Bo01 helped to deliver a place where quality is embedded, that is sensitive to people who live in and visit the place, and which exhibits a completely holistic approach to sustainability.

**Shared commitment to ambitious vision**
- The shared process of the Creative dialogue was vital to creating a vision that all partners were invested in. The Quality programme and the Plan ensured the vision was delivered successfully. Bo01 is now a thriving city district that people flock to at weekends.

**Freedom to innovate**
- Giving designers and officers involved in the project the freedom to innovate means new solutions are made possible. In Bo01 this lead to the delivery of a completely carbon neutral neighbourhood, where water features manage waste resources as well as operating as a visual and recreational asset and where pedestrians are given priority over cars.
The following next steps are proposed by A+DS:

**Case studies: place and leadership**

The Malmo experience shows that leadership is an issue that is taken on by a range of actors at different points in the process of making places. There is no one leader; there are leaders, each with different roles. To further explore this idea of leadership, A+DS will be developing a series of case studies which seek to highlight the role of different types of leadership in delivering better places.

**Building opportunities to engage leaders**

There is much debate about the difference between ‘leadership’ and ‘managerialism’. Similarly, there is much debate about whether leaders can be developed, or whether certain individuals with certain qualities are natural leaders. The Malmo experience demonstrates that the way in which the process of making places is framed influences how all participants in the placemaking process act. Leadership and responsibility are encouraged.

As part of the programme of building on ‘Delivering Better Places’ A+DS will work with Scottish Government and partners to develop a series of actions targeted at developing skills and confidence in placemaking. This includes a commitment to an annual Design Skills Symposium for practitioners, and scoping of opportunities to engage a range of leaders in this process, from national government and local government, community planning and business.

**Knowledge exchange:**

The preparation of this case study was enabled by sharing experiences between Scotland and other European partners. This sharing of knowledge and experience, in both directions is an important resource. In this context, as part of the Design Skills Symposium, A+DS will seek to tap into experience across Scotland and Europe to inform briefing for the event and expert speakers. We will also seek to facilitate connections to knowledge forums that already exist, such as Creative Cities and the European Union Knowledge Network. We will undertake this action with partners, as well as share information, and facilitate discussions through our website and social media.
**Bo01 PROFILE**

<table>
<thead>
<tr>
<th><strong>Location:</strong></th>
<th>Malmo, Sweden in former docklands to the south of Malmo, facing onto the Oresund strait.</th>
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<tbody>
<tr>
<td><strong>Project Context:</strong></td>
<td>Extension of city onto brownfield site</td>
</tr>
<tr>
<td><strong>Project type:</strong></td>
<td>‘Transformation’ city-building on former industrial land</td>
</tr>
<tr>
<td><strong>Rationale:</strong></td>
<td>Planned urban extension to create new eco-district</td>
</tr>
<tr>
<td><strong>Project description:</strong></td>
<td>Bo01 expo area approx 9ha, planned as a mixed district, with provision for commercial and social facilities and 500 dwellings to accommodate around 1000 inhabitants. The wider Western Harbour area covers approx 140ha and plans could see up to 30,000 people residing there within 20 years.</td>
</tr>
<tr>
<td><strong>Place promoter:</strong></td>
<td>City of Malmo, Bo01 Ltd</td>
</tr>
<tr>
<td><strong>Land ownership:</strong></td>
<td>Formerly dockyards in private ownership. Entire Western Harbour site (Vastra Hamnen) acquired by the City of Malmo in 1996, prior to the 2001 Bo01 expo.</td>
</tr>
<tr>
<td><strong>Delivery method:</strong></td>
<td>Development controlled through a Quality Programme and Masterplan. Land was released in small development parcels. Funded in the main by the Malmo government and supported through a local investment programme. This provided for things such as technical systems, soil decontamination and infrastructure. EU also contributed to funding. Government earned profit back from its investment when land was sold, which went back into the public purse.</td>
</tr>
</tbody>
</table>
### Layout: Urban structure
Urban structure and buildings themselves designed to assist in sustainable placemaking. Rational grid base, distorted to account for the environmental issues ‘like a fishnet hung out to dry’. Distortion assists in sheltering internal streets. Protection from the elements essential for people’s enjoyment of the place. Human elements translated into the layout by means of reveals, enticements and surprises. Pedestrians prioritised over car users. Well designed public realm provides attractive places for local residents to mix outdoors.

### Layout: Urban grain
Peripheral buildings create barrier from the sea, enabling interior to be built to a fine grain. Blocks sub-divided into many development parcels and pattern of blocks within grid is relatively small and frequent. Narrower internal streets of lower density housing twist and wind, revealing unexpected views and creating unusual public spaces.

### Landscape
“*You can plant paradise 10m from the sea if the walls are high enough*” (Klas Tham) Exposure to the sea means design solutions are carefully considered to give planting protection from the elements, but also exploit the spectacular views. Quality integrated landscaping enables residents to experience nature, not only to add beauty, but for physical and mental health. Water integrated into the site as a sustainably managed resource, while providing recreational and aesthetic opportunities.

### Density and mix
Mix focuses on social sustainability by including provision for different forms of ownership, properties with and without sea views, with the aim of reducing development of mono-cultures. Planned with mixed up plots in order that whole blocks would not look identical. Provision for shops integrated (though less achieved than intended). Many more young families have taken up residence than had been expected. Average house prices do however mean it remains inaccessible to the poorest in society.

### Scale: Height
Heights vary from 5 or 6 storey apartment blocks at the periphery to 2 or 3 storey houses and apartments internally. Buildings have been designed with particular sensitivity to people, so taller buildings engage with the street at the ground floor level. Thus, the height of buildings feels proportionate to the spaces they sit in.

### Scale: Massing
Massing succeeds in mitigating effects of close proximity to the sea by placing bigger, taller buildings on the periphery to shelter internal streets and spaces from winds. Sensitivity to the human scale. More intimate feel to internal residential streets.

### Appearance: Details
Many architects and builders are co-creators of the area, which has given it its unique character. The dispersed development parcels mean there is diversity in architectural styles throughout the site, so no one block is identical to any other.
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