Urban Development Projects: The Role of Leadership for Social Sustainability in a Multicultural District

A Case Study of Drottninghög, Helsingborg

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Main field of study – Leadership and Organization
Degree of Master of Arts (60 credits) with a Major in Leadership and Organization
Master Thesis with a focus on Leadership and Organization for Sustainability (OL646E), 15 credits
Spring 2018
Supervisor: Ju Liu
Abstract
Due to globalization and influx, Sweden is facing the challenge of fostering socially inclusive and non-segregated cities. To tackle this challenge, the implementation of social sustainability in urban development projects is crucial. Therefore, this study examines how leadership is perceived to facilitate this process. For this purpose, the authors propose a leadership approach consisting of three aspects (i.e., Communication of Vision, Stakeholder Engagement, Adaptation to the Transition Process) and a framework that makes social sustainability tangible in an urban context. The context of this descriptive case-study was Drottninghög, a multicultural district in Helsingborg, which was the focus of an ongoing urban development project during the conduction of this thesis. The study made use of a qualitative approach, consisting of semi-structured interviews with leaders and community members in Drottninghög and unobtrusive field observations. The data were analyzed using a directed content analysis. Among the main findings were the importance of the use of diverse communication strategies and channels and continuous information loops, to adequately reach all stakeholders while communicating the vision; the significance of empowering stakeholders to actively engage in the community by offering appropriate and diverse activities and creating a personal atmosphere as well as including stakeholders as early as possible in the processes; and the value of leaders being flexible and adaptive to individual needs through inside knowledge and personal involvement when supporting stakeholders to adapt to the transition process.

Keywords: Urban Development; Social Sustainability; Leadership; Stakeholder Engagement; Communication of Vision; Adaptation to Transition Process
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1 Introduction

Through globalization, the inclusion of foreigners is becoming more and more important since migration flows have significantly changed urban areas during the last decades. Sweden, for instance, is home to individuals with diverse ethnicities and cultural backgrounds. 24% have a foreign background (foreign born or born in Sweden with foreign-born parents; Malmberg, Andersson, & Östh, 2013). In Scania, a county in Southern Sweden, these percentages are higher. Between 2002 and 2017 the percentage of foreigners rose from 17.6% to 28.1%, whereas Sweden-wide it rose from 15.2% to 24.1% (Statistics Sweden, 2018a). Looking at urban areas, the percentages are even higher. For example, in Helsingborg, a city in the north of Scania, the proportion of people with a foreign background was 32% in 2017 (Helsingborgs stad, 2017d).

Thus, urban areas in Sweden have a higher ratio of foreign people in comparison to rural areas. On the one hand, this development has led to increased segregation which is defined as “the residential separation of groups within a broader population” and “exists when some areas show an overrepresentation and other areas an underrepresentation of members of a group” (van Kempen & Özüekren, 1998, p. 1632). It is especially perceptible in poor regions in which the proportion of poor inhabitants is rising as well as in privileged areas where the share of wealthier households is increasing (Niedomysl, Östh, & Amcoff, 2015). The challenge with uneven population distributions is that they inhibit social inclusion and foster the emergence of areas which are characterized by high unemployment and low-income rates (Faist, 2013). The issue with segregation becomes even more pressing in the light of the estimated rise within Sweden. John Östh, researcher in cultural geography at Uppsala University, states: “Seen over a long period, the development could be unfortunate. […] We have a strong influx of people, but don't build as many houses. We, perhaps, aren't even ready to integrate them in school. I am immensely positive to our immigration, but we do have integration problems. Segregation will continue to rise.” (The Local, 2015).

On the other hand, the increased influx of foreigners has the potential to positively change urban areas. Advocates of multiculturalism see variety as a chance which is mutually benefitting for both, the receiving society, in this case the Swedish society, and the foreign groups (Kivisto & Wahlbeck, 2013). According to Kymlicka (2010), multiculturalism is “a feel-good celebration of ethno-cultural diversity, encouraging citizens to acknowledge and embrace the panoply of customs, traditions, music and cuisine that exist in a multi-ethnic society” (p. 98). Nevertheless, there are also opponents of multiculturalism who perceive differences rather as a threat to national values and traditions (Kivisto & Wahlbeck, 2013).

To sum up, the high percentage of foreign people in Sweden has led to segregated urban areas. Nonetheless, multiculturism also has the great potential to add diversity to the Swedish culture. The Nordic country is now facing the challenge to find effective and feasible solutions to counteract segregation and to embrace ethnic and cultural diversity for socially inclusive communities. Urban development projects with a focus on social sustainability are a popular approach to achieve these aims (Borevi, 2013; Chan & Lee, 2007). However, they need to be thoroughly planned and implemented to be successful (Cobb, 2012). The task is to meet the need of a range of diverse stakeholders to prevent conflicts of interest that are likely to impair the success of these projects. In multicultural urban areas, for example in Helsingborg, the risk of ineffective urban development is even higher since ethnical and cultural diversity can be translated into even more differing needs (Kivisto & Wahlbeck, 2013).
1.1 Research problem

As stated before, social sustainability has increasingly become the focus of urban development projects to attain socially inclusive and sustainable communities (Chan & Lee, 2007). Although attempts to incorporate social sustainability into urban planning have increased and cities are actively trying to foster social inclusion, Swedish cities still face the challenge to manage multicultural communities and socio-spatial segregation effectively. For this reason, more research is needed to get better understanding of how urban development projects can be designed to increase multiculturalism and simultaneously, to prevent the formation of segregated areas. Reviewing the contemporary literature on urban development, a lot of research has been conducted on multiculturalism, segregation, and social sustainability. However, we identified a research gap regarding the combination of these theoretical concepts. It is pressing to fill this gap because sustainable urban development is needed for the creation of socially inclusive communities with a high quality of life.

1.2 Purpose and aim

The purpose of this research is to get a deeper understanding of sustainable urban development in multicultural contexts, to establish theoretical and practical recommendations for public governance and urban development. The problem will be analyzed from a leadership perspective, in particular, how it is perceived to facilitate social sustainability. For this purpose, two research aims are pursued. First, this research aims to clarify which leadership aspects are considered to be useful in sustainable urban development projects in multicultural contexts. Second, since social sustainability is broadly defined in the literature, another objective is to define what social sustainability means specifically in the context of urban development. Hereby, this thesis tries to strengthen and extend existing urban development research. In the long-term, the application of these recommendations is assumed to foster socially sustainable urban areas and communities.

1.3 Research questions

The following research question is deduced from the above sections:

How is leadership perceived to facilitate the implementation of social sustainability in multicultural urban development projects?

To answer this research question, we particularly focus on three leadership aspects which are considered to influence the facilitation of social sustainability in multicultural urban contexts. The selected leadership aspects are (a) Communication of Vision, (b) Stakeholder Engagement, and (c) Adaptation to the Transition Process which will be explained in detail in section 2.2.2. Briefly, Communication of Vision is important because it is assumed to help with meeting diverse stakeholder needs, by setting a common goal, with which each stakeholder can identify. Stakeholder Engagement is important because it is assumed to play a crucial role for complex urban development projects, especially in relation to the engagement of local communities. Adaptation to the Transition Process is important because sustainable urban development can fundamentally change city structures. It is assumed to help stakeholders in the transition process towards achieving socially sustainable urban areas and communities.

Based on these three leadership aspects, the main research question is divided into three sub-questions:
a) How does Communication of Vision facilitate the implementation of social sustainability?
b) How does Stakeholder Engagement facilitate the implementation of social sustainability?
c) How does Adaptation to the Transition Process facilitate the implementation of social sustainability?

1.4 Structure of the thesis

This thesis starts in chapter 1 with a short introduction, including the motivation for research on leadership the implementation of social sustainability in urban development projects and the purpose and aim of this study. The introduction is followed by chapter 2, introducing the theoretical framework that has been developed in the course of this paper. This chapter consists of a literature review summarizing important background information and concludes with the presentation of the sustainability and leadership framework used for the following investigation. Chapter 3 describes methodology and methods of the study, describing the epistemology and showing how data was gathered and analyzed. In chapter 4, the case Drottninghög and the development project DrottningH is introduced. Furthermore, the motivation for the choice of this case is presented. The following chapter 5 includes the analysis of the data and lists the main findings, following the framework introduced in chapter 2. Chapter 6 answers the research questions in detail, discusses further findings of the study and gives implications for leadership. Finally, in the concluding chapter 7, the limitations of this study and possible topics for future research are presented.
2 Literature review and theoretical framework

2.1 Literature review

In this section, we review the contemporary literature related to our thesis. Firstly, we examine the housing system in Sweden since related regulations and legislation can have a crucial impact on urban development projects. Therefore, also an expert interview was conducted to gain a deeper understanding of the context. Secondly, we describe urban development and further explore it in a multicultural context. Thirdly, we outline socio-spatial segregation. Fourthly, we consider gentrification in regard to urban development projects. Based on the literature review, we anchor the thesis into the scientific discourse of urban development in multicultural districts with the focus on Swedish housing system.

2.1.1 The Swedish housing system

In order to understand urban development projects in Sweden, the characteristics of the national housing market need to be further investigated. For this reason, this section examines the literature on the Swedish housing system. According to Statistics Sweden (2018b), there were over 4.8 million dwellings in Sweden in the end of 2017. Among these, around 2 million houses were one or two dwelling buildings (43%), 2.5 million multi-dwelling buildings (51%), 250,000 special housing (5%) and 80,000 other buildings (2%; Statistics Sweden, 2018b). The Swedish Housing market can be classified in a primary and a secondary housing market. The primary market can be divided into three subgroups: owner occupation, cooperative housing and rental apartments (SABO, 2016a). About 52% of the Swedish citizens live in a detached house or a small condominium owned by themselves. The second group, with about 18%, lives in housing cooperatives, which means to own the right to occupy an apartment in a multi-dwelling, in Swedish called ‘bostadsrätt’. The remaining 30% of the population live in rental apartments, whereof one half of the accommodations is owned by private landlords and the other half by Municipal Housing Companies (MHCs; SABO, 2016a). Municipal housing, in Swedish ‘allmännyta’, describes multi-dwellings owned by local councils with the purpose to be “for the benefit of everyone” (Hedman, 2008, p. 7). The rent setting in Sweden depends primarily on two aspects. Firstly, on the year the house was built and secondly, on whether there has been a major renovation or not; location and demand do only play a minor role (Elsinga & Lind, 2013). The secondary market obliges Swedish social authorities to provide housing for vulnerable groups who are regarded as not being able to perform the obligations of a normal rental contract by themselves (Grander, 2017; Lind, 2017).

Traditionally, Sweden is classified as a universal housing regime (Grander, 2017). According to Bengtsson (2001) a universal housing regime can be defined as a housing system which is meant to “provide housing for all types of households, regardless of their economic situation” (p. 261). The state has the obligation to correct the general housing market when people cannot afford to buy or to build a house by themselves, regardless of income, heritage or any other demographic characteristics (Bengtsson, 2001). Hence, the system takes all population groups into consideration and could therefore be regarded as inclusive. In comparison, a selective housing regime, as for example in Germany, mainly offers subsidized dwellings or social housing to specific target groups, such as low-income households.

In Sweden, housing is seen as a “core value” (p. 237) and a social right (Holmqvist & Turner, 2014). To fulfill this right, municipalities use queue systems to give all its subscribers equal opportunities to get access to affordable housing (Hedman, 2008). The time spent on the waiting list determines who gets allocated to an apartment. However, new residents or immigrants can have a disadvantage because they can face great difficulties finding housing
due to the fact that they enter the queuing system at a later stage. On top of that, another aggravating factor for their difficulties is housing shortage since the volume of new construction has decreased and the production costs increased (Holmquist & Turner, 2014). As a result, housing became more expensive and exclusive.

**Municipal housing before 2011.** Before 2011, municipality housing, ‘allmännytta’ was characterized by four principles. First of all, it operated on a not-for-profit basis, meaning that its financial goal was to break even and to not make any revenue (Hedman, 2008). The second defining characteristic was that ‘allmännytta’ was supposed to be almost entirely owned by the municipality (Hedman, 2008). The third defining feature, as described before, was that it should be open to everyone so that everyone could have the chance to benefit from these subsidized accommodations. The last feature was that the rents of these apartments were given the role of serving as the main norm for rent level across the entire rented housing sector, both for private and non-profit ones (Hedman, 2008). According to Grander (personal communication, May 21, 2018), also before 2011 the main responsibility of municipal housing was to ensure that enough living space was available for everyone in need and that the buildings were maintained properly. Further, they had to ensure that the available houses suited the needs of their different tenants and that the neighborhoods were safe, what could be summarized as ‘social responsibility’.

**Municipal housing after the 2011 legislation.** However, since a new legislation came into force in 2011, the former characteristics or corner stones of the municipality housing changed. A new European legislation demanded Sweden to either restrict subsidies only to vulnerable members of society such as low-income households or to stop giving subsidies to municipal housing in general (Elsinga & Lind, 2013; Grander, 2017). The Swedish government decided on the latter option which obliges municipal housing companies to its social responsibility, but to also act “businesslike” (SABO, 2016b, 1:14). Referring to SABO (2016b), this means that MHCs must operate profitably in the long term and compete with private real estate companies under the same market pressures and principles. Grander (2017) stated that this leaves Sweden “the only European country without defined subsidized actors on the rental market” (p. 339).

The new legislation had severe consequences on the rent and the availability of public housing for low-income households. To comply with the legislation, MHCs had to adapt their operations towards a profit-oriented business strategy (Grander, personal communication, April 30, 2018). One consequence which makes it harder for low-income households to stay in their rental houses due to rental increase. Another consequence is that the entry conditions for public housing are more selective (Grander, 2017). In order to sign a new contract, apartment seekers need to meet a strict set of requirements such as an income that is 3 to 4 times the rent, an income that is not based on housing allowance, no payment delay in recent years and a permanent employment (Annadotter & Blomé, 2014, in Lind, 2017; Grander, 2017). These rules exacerbate the problem of less affluent households to obtain a suitable accommodation. Beyond that, Holmqvist and Turner (2014) claim that the Swedish welfare system could be labelled a “workfare system” (p. 244) since employment is a crucial basic resource to obtain housing. Risk of poverty and homelessness among Swedish households is thus strongly related to their position in the labor market and length of unemployment (Holmqvist & Turner, 2014).

2.1.2 Urban development in a multicultural district

Traditionally, urban planning refers to processes regarding different aspects of physical planning of human settlements (Taylor, 1998). Nowadays, urban planning also includes
aspects as “the welfare of people, control of the use of land, design of the urban environment including transportation and communication networks, and protection and enhancement of the natural environment” (McGill University, 2015, para. 2). Furthermore, also economic and social aspects are playing an increasingly important role in urban planning (Midgley, 1995). In this thesis we differentiate urban development from urban planning as processes that develop existing structures further, as the application of urban planning to existing urban configurations and strategies. Therefore, we refer to the term as urban development instead of urban planning.

Multiculturalism in urban development. As outlined in the introduction, multiculturalism is becoming more and more apparent in cities worldwide. Striving for equal opportunities in multicultural societies can be categorized under social sustainability. This adds additional complexity to urban development projects because “culture is more often a source of conflict than of synergy” (Hofstede, n.d.). In urban contexts, people not only differ in terms of ethnicity and cultural background but for instance also in terms of income or education. Therefore, multicultural community populations often have a wide range of diverse opinions on how they wish to live and act within their own neighborhood. To address this diversity, Qadeer (2000) states that “in urban planning, multiculturalism means creating urban forms, functions, and services that promote a plurality of lifestyles and sustain diverse ways of satisfying common needs” (p. 1). In the literature, this form of urban development which takes multiculturalism into account, is defined as ‘culturally sensitive planning’. To sum it up, increasing social sustainability in a multicultural urban context and thus working towards social inclusive societies, is a delicate challenge that requires thoughtfulness in development projects.

Governance in urban development. As indicated above, the urban development process requires the closer interaction of residents in the related urban areas (Hemphill, McGreal, Berry, & Watson, 2006). This argument boils down to the fact that in order to understand and solve urban problems, it is important to analyze the living conditions of residents and their local community involvement to attain large-scale participation (Haus & Klausen, 2011). Therefore, it can be assumed that resident engagement is crucial to create sustainable and resilient urban development concepts. However, apart from resident engagement, it is crucial to engage other important stakeholders in the urban development process. This is in line with Haus and Klausen’s (2011) notion of urban leadership as a form of political leadership that “comprises collective practices of framing and targeting problems, namely, practices in which governmental actors play a crucial role, but for the success of which societal actors are also increasingly relevant” (p.258).

2.1.3 Urban development approaches to counteract segregation

The introduction showed that segregation in Sweden is quite common. Since structural change, such as enhancing the mixture of different population groups, is an inherent aspect of urban development, it is crucial to consider socio-spatial segregation for inner-city transition. Municipal attempts to reduce socio-spatial segregation are therefore common. In Europe, the traditional approach has been to start at the local level with approaches that aim at increasing the degree to which people with different backgrounds, ethnicities and social status are located and interact in the same neighborhoods. The goal thereby is to diversify regions. In the literature, this strategy is referred to as social mix or housing mix policies (e.g., Andersson, R., Bråmå, & Holmqvist, 2010; Musterd, 2002). It entails reducing the concentration of certain groups of people in one specific area in order to obtain mixed neighborhoods (Bricocoli &
Cucca, 2016). One common method of the housing mix strategy in the Nordic countries are area-based programs which target the renovation and renewal of housing (Tunström, Anderson, & Perjo, 2016). These are often implemented in combination with social projects specifically designed for certain areas (Bricocoli & Cucca, 2016). An example of such an area-based program is the Drottninghög neighborhood in Helsingborg, which is the focus of this case study and will be introduced in section 4.1.2.

In addition to municipality efforts, other parties are developing policies in the context of segregation and urban development. Housing companies, property developers, landowners and communities have developed their own strategies to counteract segregation and enhance the livability of neighborhoods. Particularly, collaboration of different parties which are affected by socio-spatial segregation has also been a popular approach. For example, Dalholm Hornyanszky’s (2014) research focuses on a local cooperative project in which a platform was created to exchange knowledge and to join forces to enhance sustainable urban development and thus indirectly reduce socio-spatial segregation. It is important to mention that Dalholm Hornyanszky (2014) indicates that teamwork requires good leadership due to the fact that cooperation can go wrong in many ways and therefore needs to be organized properly. If this result is considered in combination with the mismatch between theory and practice of urban development projects mentioned in section 2.1.2, the need for research that considers leadership arises.

2.1.4 Gentrification in urban development

Gentrification plays an important role in urban development in a multicultural context due to the fact that it is a common approach in urban planning. There is no consensus about the definition of gentrification because the literature considers different aspects to describe the phenomena (Barton, 2016). Barton (2016) stresses that qualitative studies rather focus on the “economic and racial composition as well as the character of neighborhoods” (p.94) while quantitative studies rather focus on demographic variables to frame gentrification. Commonly, gentrification is described as a development process in which less affluent neighborhoods are targeted with the goals to transform these areas by attracting wealthier people with a greater socio-economic status (Smith, 1987). The intention is to increase the overall quality of problematic neighborhoods. However, it often forces residents to relocate or move because gentrification commonly involves upgrading the housing standards which results in greater costs on the side of the residents. Therefore, gentrification is associated with positive terms such as creation and negative ones such as destruction at the same time (Larsen & Hansen, 2008). In the short-term, gentrification is considered a successful tenure mixing strategy because it attracts new resident groups to a certain area that previously were underrepresented. Nonetheless, in the long-term, it is likely to complicate the lives of established resident groups due to rent increases following renovation and rise of land and property values (Hochstenbach & Musterd, 2018). In Sweden, this development is in recent years aggravated by a “liberalization trend [which is] promoting homeownership, reducing the rental sector and increasing speculation” (Holmqvist & Turner, 2014, p. 238). A consequence of these increased living costs is that some deprived families cope by sharing one dwelling with another family, but regardless, displacement is often a consequence of gentrification (Hochstenbach & Musterd, 2018). To conclude, although gentrification aims at reducing segregation by mixing different population groups, the urban renewal needed for the influx of more affluent population groups can backfire when residents are unable to stay as a result of the development process. Thus, it is important for the success of urban development projects to consider the risks of gentrification strategies. Furthermore, Larsen and Hansen (2008) state that gentrification is a topic that has been overlooked in Scandinavia
which gives a reason to pay attention to its impact in urban development projects in Northern Europe.

2.2 Theoretical framework

Leadership is a vital mean to implement social sustainability in urban development projects. By translating the abstract term of social sustainability into a more tangible framework, this study can help to simplify the assessment of social sustainability for both the purpose of research but also for practical implementation. Hence, we split up the complex construct in several aspects. For the implementation of these features, leadership needs to be put into practice strategically. Since no traditional leadership model convincingly covers all needed aspects, this study establishes a new leadership approach, combining key aspects for the implementation of social sustainability in an urban development context.

2.2.1 Social Sustainability

In the literature, social sustainability has not been discussed to a great extend so far and no generally accepted definition can be found (Dempsey, Bramley, Power, & Brown, 2011). However, literature discussing social sustainability in an urban context mostly refers to similar underlying principles and variables (e.g., Chan & Lee, 2007; Dempsey et al., 2011; Weingaertner & Moberg, 2014). According to Dempsey et al. (2011), concepts of social sustainability are closely related to the concepts of sustainable communities. Sustainable communities are defined in the EU Bristol act:

Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all. (ODPM, 2005, p. 6)

To make the abstract topic of social sustainability in an urban context more tangible, this thesis establishes a framework for social sustainability. The framework is an adaptation of the findings of different studies on social sustainability in an urban development context. For our framework, we modified the aspects by Chan and Lee (2007; merging “Provision of Social Infrastructure” with “Accessibility”) and added the aspect of Social Cohesion following Dempsey et al.’s (2011) idea of “Social equity”. Additionally, the factors introduced and found by Weingaertner and Moberg (2014) were incorporated in the aspects. Therefore, we consider six interrelated aspects of social sustainability in this thesis: Accessibility, Availability of Job Opportunities, Townscape Design, Preservation of Local Characteristics, Psychological Well-Being, and Social Cohesion. Each aspect will be described shortly in the following. The connection between different factors described in the literature and our aspects is displayed in Table 4 in Appendix A.

Accessibility. We define Accessibility as the possibility to access public facilities such as schools, medical centers, sport facilities, community centers, leisure activities, supermarkets, a post office, a bank, and a pharmacy and furthermore open spaces and green areas for social gathering and public interaction as well as accommodation for different socio-economic groups as families, elderly, young couples and singles, and transportation.
Availability of Job Opportunities. Employment is vital for the provision of steady income and the working place an important place for social contact and interaction. High unemployment rates are correlating with high divorce rates, suicide rates, and alcoholism. Furthermore, lower unemployment rates lead to a decrease of social problems like poverty, social exclusion, welfare dependence, and psychological problems.

Townscape Design. Townscape design can support people to identify with an area. Attractive sidewalks can encourage outdoor interaction, and residents’ satisfaction increases with the attractive appearance of a district and the availability of attractive public realms.

Preservation of Local Characteristics. The Preservation of Local Characteristics include both listed buildings and local heritage like cultural traditions. Preserving these characteristics fosters identification with the district and enjoyment of future generations.

Psychological Well-Being. We divide Psychological Well-Being in three sub-categories security and people’s feeling of security (e.g., through higher police presence or structural means), public participation and empowerment (e.g., by the help of district committees and informational meetings), and community and residential stability (to ensure a higher identification and sense of belonging).

Social Cohesion. Closely related to the last aspect, greater social cohesion can lead to community building, inclusion of different socioeconomic groups, and reduce inequalities and inequities in the district and among the residents.

2.2.2 The leadership approach of this research

Leadership plays a crucial role for successful projects and has an important function to satisfy the needs of all stakeholders (Cobb, 2012). The current paper investigates three leadership aspects in relation to the six social sustainability aspects as outlined in section 2.2.1. The goal is to get more insight into the role of the selected leadership aspects for the facilitation of social sustainability as defined in the section above. The three selected aspects are: Communication of Vision, Stakeholder Engagement, and Adaptation to the Transition Process. After reviewing different leadership theories (inter alia, value-based leadership approaches, leader-member exchange theories, and traditional leadership theories), none of the widely spread leadership approaches convincingly covers the needs of urban development projects in multicultural contexts (e.g., Borraz & John, 2004; Grint, 2005; Heifetz, Grashow, & Linsky, 2009; Kramer & Crespy, 2011; Northhouse, 2016; Yukl & Mahsud, 2010). Additionally, the recent leadership concept of urban leadership, which has its roots in the necessity of integrating local inhabitants into decision-making frameworks, was assessed (Hemphill et al., 2006). The concept is not yet clearly defined in the literature, however a clear overlap of the three beforenamed aspects in the urban leadership literature became apparent in various papers (e.g., Borraz & John, 2004; Hambleton, 2015; Haughton & While, 1999; Haus & Klausen, 2011; Hemphill et al., 2006). For this reason, a new approach consisting of the three investigated aspects will be tested within this paper. In the following, it is reasoned why Communication of Vision, Stakeholder Engagement and Adaptation to the Transition Process were selected by demonstrating their theoretical relevance for social sustainability in a multicultural urban leadership context. For this purpose, existing literature and theory about mainstream leadership styles which entails the chosen aspects has been used to strengthen the argument.
Communication of Vision. The first addressed leadership aspect is communication. In particular, the role of communication between stakeholders has been investigated in relation to the vision of the project to facilitate social sustainability. We define Communication of Vision as the way, how visions, plans, and aims are communicated among the stakeholders, including the communication between different sub-projects and organizations within an urban development project as well as local organizations and residents that are not directly affiliated with the project. Therefore, collaborations of different organizations, need to be considered as part of this aspect. Following the research of Rodney Turner, Müller, and Dulewicz (2009) about what characterizes successful project managers, the higher the complexity of a given project, the more important concepts such as empowerment, communication and motivation become for successful projects. Since urban development projects can often be characterized as highly complex due to the involvement of diverse stakeholders, the scope and the ambition, it is interesting to investigate how communication of vision contributes to the facilitation of social sustainability.

The communication of vision is a central part of the transformational leadership approach which is why in the following, the theory behind this particular style has been used to explain the rationale behind investigating communication in relation to vision in more detail. Utilizing the theoretical framework behind transformational leadership is supported by the claim that the style is considered interesting in the context of urban development and in the context of sustainability due to the fact that it can foster success, especially for urban development projects (Rada, 1999).

Transformational leadership strives for improvement and its goal is to achieve meaningful change by identifying and understanding people’s motives. More precisely, the theory stresses that the best way to achieve change is to communicate it in relation to people’s motives and needs. The leader’s role in this is to be attentive to the followers, to create a suitable vision, to communicate this vision to the followers and to guide the journey towards a different status quo (Northouse, 2016). Applied to the practice, urban development projects often aim to improve the livability of the area and to improve its inhabitant’s quality of life by creating a safe and enjoyable neighborhood. Therefore, a clearly communicated vision in line with these social sustainability goals and tailored to the stakeholders’ needs has the potential to positively influence the transition process in the respective areas. As indicated above, the vision is crucial to motivate stakeholders because it can facilitate clarity and purpose for all parties involved and therefore is likely to increase satisfaction and the project’s overall success. To sum up, examining the role of vision through communication using transformational leadership is worthy of attention in the context of urban development because it can have a significant influence on the social sustainability aims of such projects.

Stakeholder Engagement. The second addressed leadership approach is Stakeholder Engagement. Due to the high complexity and great number of involved parties in urban development projects, the investigation of stakeholder engagement and interaction is of importance and has been chosen as an aspect for this study. It is relevant to find out how the different project members and teams are working together and have a say regarding the implementation of the project’s social sustainability goals. This entails looking at interaction patterns, decision-making processes and power relations. In particular, we count means like creation of attractive incentives, open district committee meetings for residents, and participation of all affected parties in decision-making processes as part of Stakeholder Engagement. To strengthen the argument of looking at these aspects, the theory behind the collaborative leadership approach is used because it incorporates and addresses many of the mentioned concepts. This is line with the argument of Mason (2007) who stresses the
importance of collaborative leadership for urban governance in private-public partnerships and intergovernmental collaborations. It follows that considering the collaborative leadership approach is reasonable because it highlights the importance of stakeholder engagement, which is a crucial aspect in this paper.

Unlike traditional leadership approaches, the concept of collaborative leadership does not follow a vertical top-down leadership approach, but rather looks at it “as a shared process in which leaders and participants collaborate in leading and decision making” (Kramer & Crespy, 2011, p. 1024). It is commonly found in collaborations between the public and the private sector (e.g., public-private partnerships; PPP) and can combine different but complementing abilities and strengths to create more efficient and effective outcomes (Bergman, J. Z., Rentsch, Small, Davenport, & Bergman, 2012; Davies, 2002).

In the practice, several key players work together on the mutual aim of developing a certain district as part of an urban development project. Special attention needs to be given to the residents because their power and capacity to make their voices heard differs in comparison with other stakeholders (Hambleton, 2015). Therefore, the project management should actively engage stakeholders in the transition process. However, it is unclear how the engagement in such projects exactly looks like and how it contributes to the success of the project, which is why it is meaningful to explicitly examine the stakeholders’ role in the project. In conclusion, addressing stakeholder relations and involvement in urban development projects will contribute to a better understanding of such projects in general.

Adaptation to the Transition Process. The third chosen leadership aspect is Adaptation to the Transition Process. In complex and ever-changing projects, it is important to support all stakeholders, including the current residents in the transition process, prepare them for the change and encourage the residents to work with and live in the transforming environment. For the researchers, this includes means like ongoing support and help with questions regarding the future development from all involved actors to all stakeholders, which could empower them to take own actions, as well as supporting the stakeholders in effectively implementing and realizing their own visions and aims. This can be achieved by offering various services or creating a platform for self-realization of stakeholders. This can be ensured – among others – through continuous dialogues and collaborations with local initiatives.

Heifetz et al. (2009) define adaptive leadership as “the practice of mobilizing people to tackle tough challenges and thrive” (p. 14). In adaptive leadership, the leader first tries to get an overview of the dominant challenges of a certain context and identifies the type of problem to find out, whether an adaptive approach is the preferable option. Challenges that can be solved by a clear technical solution do not require an adaptive approach. After that, the leader offers direction and support to the followers while they start to work on the problem. However, the change has to be performed by the followers themselves, thus the motivation has to come from the people. The leader is only a facilitating and assisting force. Apart from that, another responsibility of the leader is to make sure that the voices of all stakeholders, including minorities, are being heard and taken into account in the process (Heifetz et al., 2009). So far, only little empirical research has been conducted on adaptive leadership (Northouse, 2016; Yukl & Mahsud, 2010). Most of the research on adaptive leadership concentrates on adaptive challenges in existing organizations, i.e. large companies, and the connection with urban development projects is underrepresented in the literature.

In urban development projects, public participation and empowerment is a crucial success factor (Dempsey et al., 2011). Leadership can facilitate the implementation of such factors. Therefore, we assume that leadership can help to support and empower residents to actively take part and thereby adapt to the development process. Adaptive leadership might
be a powerful mean to achieve this aim. It can be presumed that support in local engagement is crucial to create sustainable and resilient urban development projects.

2.2.3 Conceptual model of the current study

The use of the abovementioned leadership approach could support the facilitation of the implementation of social sustainability in urban development projects which could ultimately lead to socially sustainable communities. This process is visualized in Figure 1.

![Figure 1](image)

*Figure 1. Visualization of the process how leadership can facilitate social sustainability to eventually achieve socially sustainable communities.*
3 Methods

3.1 Methodology

This study applies a hybrid research approach, following the process described by Fereday and Muir-Cochrane (2006). In a hybrid approach, the researcher bases the analysis on a deductive coding system, based on our established theoretical framework, while still including new codes inductively, which emerged during the review of the collected data. In the case of this research, a hybrid research approach implies using existing theories about leadership in urban development and social sustainability and adapting them to the context of the multicultural district of Drottninghög, in Helsingborg.

Regarding the ontology and the epistemology of this research, an interpretivist research philosophy is applied. Ontology describes “the researcher’s view of the nature of reality or being” (Saunders, Lewis, & Thornhill, 2009, p. 119). Epistemology relates to “the researcher’s view regarding what constitutes acceptable knowledge” (Saunders et al., 2009, p. 119). In this thesis, the ontology and epistemology follow an interpretivist research philosophy, since the data in this study is gathered in semi-structured interviews, reflecting the subjective perspectives of the interviewees. Furthermore, also the researchers’ subjective understanding played a role in the analysis of the data.

3.2 Research design

To answer the research question, a descriptive research design was adopted. The motivation for conducting a descriptive case study was to investigate the subjective perception of the interviewed leaders and community members of Drottninghög in order to find out how leadership can facilitate the implementation of social sustainability in urban development projects. Furthermore, this can reveal new insights which could extend contemporary research. A descriptive research design was chosen since this approach is an adequate method to examine the perception of the current situation and conditions (Knupfer & McLellan, 2001). Accordingly, the current study employed a qualitative research approach consisting of semi-structured interviews with open questions. These interviews were conducted with key stakeholders involved in Drottninghög, Helsingborg, Sweden. To answer the research questions, several leadership and social sustainability variables are investigated. The leadership variables were: Communication of Vision, Stakeholder Engagement and Adaptation to the Transition Process. The investigated social sustainability variables were: Accessibility, Availability of Job Opportunities, Townscape Design, Preservation of Local Characteristics, Psychological Well-Being, and Social Cohesion.

3.3 Data collection

3.3.1 Participants

Over a three-week period, a total of 14 participants (3 female, 11 male) were consulted in 12 independent face-to-face interviews and one telephone interview. Participant’s occupations ranged from project leaders to police officers, for a detailed overview see Table 1. A description of the respective organizations can be found in Table 2. The interviews with interviewee 1 and 14 were conducted at Malmö University, the conversation with interviewee 2 was a telephone interview, the interviewees 3 through 12 were met in their respective offices in Helsingborg, and participant 13 was interviewed during a walking interview on the street in Drottninghög.

To recruit the participants, convenience sampling was used. Therefore, an internet research was conducted aimed at identifying key stakeholders that were expected to have a
vital role for the investigated research case. Afterwards, they were contacted via mail and/or phone. In addition, to enlarge the data set, also snowballing sampling was applied. For this purpose, participants were asked whether they had any additional contacts which, in their opinion, could add value to this research. The advantage of this approach is that it helps to identify key stakeholders which an external person might not even be aware of (Noy, 2008). This could provide the researchers with insights that might be crucial for the adequate understanding of the contextual case factors. To sum up, by combining the two mentioned sampling techniques, it is assumed that this will be an appropriate research approach to conduct this research.

Table 1

<table>
<thead>
<tr>
<th>Number</th>
<th>Job description</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project leader</td>
<td>Helsingborgshem; DrottningH</td>
</tr>
<tr>
<td>2</td>
<td>Project manager</td>
<td>Helsingborg stad; DrottningH; DrottningH</td>
</tr>
<tr>
<td>3</td>
<td>Project assistant; Communicator</td>
<td>Helsingborg stad’s communications department</td>
</tr>
<tr>
<td>4</td>
<td>Urban planner</td>
<td>Municipality of Helsingborg</td>
</tr>
<tr>
<td>5</td>
<td>Project leader</td>
<td>Urban planning department</td>
</tr>
<tr>
<td>6</td>
<td>Recruitment coach and urban planner</td>
<td>Rekrytera</td>
</tr>
<tr>
<td>7</td>
<td>Ambassador (Brobyggare), resident of Drottninghög</td>
<td>Rekrytera</td>
</tr>
<tr>
<td>8</td>
<td>Activity coordinator</td>
<td>Drottninghögs bibliotek; Idé A</td>
</tr>
<tr>
<td>9</td>
<td>Development board leader</td>
<td>Drottninghögs bibliotek; Idé A</td>
</tr>
<tr>
<td>10</td>
<td>Principal</td>
<td>Diamantens förskola</td>
</tr>
<tr>
<td>11 &amp; 12</td>
<td>Priest; ecclesiastical pedagogue</td>
<td>Svenska kyrkan</td>
</tr>
<tr>
<td>13</td>
<td>Police officer</td>
<td>Polisen</td>
</tr>
<tr>
<td>14</td>
<td>Expert on Swedish Housing Market</td>
<td>Malmö universitet</td>
</tr>
</tbody>
</table>
### Table 2

**Descriptions of the interviewees’ respective organizations**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>DrottningH</td>
<td>Urban development project for physical and social development in Drottninghög; led by municipality of Helsingborg; aiming to double the number of dwellings; started in 2011, time-span of at least 20 years</td>
</tr>
<tr>
<td>Helsingborgshem</td>
<td>Municipal housing company; main apartment owner in Drottninghög</td>
</tr>
<tr>
<td>Helsingborgs stad</td>
<td>Municipality of Helsingborg</td>
</tr>
<tr>
<td>Rekrytera</td>
<td>Local employment project with various offers (e.g., recruitment coaching, workshops, CV training, fairs with interested companies); founded in 09/2016; funded by European Social Fund; estimated project time-span is three years</td>
</tr>
<tr>
<td>Drottninghögs bibliotek; Idé A</td>
<td>Local library and community meeting place with a diverse offer of cultural activities</td>
</tr>
<tr>
<td>Diamantens förskola</td>
<td>Local pre-school</td>
</tr>
<tr>
<td>Svenska kyrkan</td>
<td>Local parish of the Swedish church</td>
</tr>
<tr>
<td>Polisen</td>
<td>Swedish police</td>
</tr>
<tr>
<td>Malmö universitet</td>
<td>University in Malmö</td>
</tr>
</tbody>
</table>

#### 3.3.2 Instruments

In order to collect information about the role of leadership for social sustainability, semi-structured interviews with the participants 1 and 3 through 12 were conducted and field observations were made. The interview guide contained 13 main questions. Additionally, sub-questions were asked to collect further information about the examined variables. These questions were partly formulated in advance to the interview and partly evolved naturally in consequence of the information attained during the interview. The semi-structured interviews with participant 2 and participant 14 followed altered interview guides, since the aim of the conversation with interviewee 2 was to get more in-depth understanding of the topics that emerged during the other interviews and the interview with participant 14 aimed to lead to a greater understanding of the Swedish housing market. The interview guides for all semi-structured interviews are attached in Appendix A. The interview with participant 13 was unstructured walking interview. The interviews with participants 1 through 12 were recorded and transcribed to facilitate the analysis and ensure validity of the data.

**Interview questions.** The interview guide structured the questions into three different categories. The first category entailed three general questions with the goal to understand the interviewee’s role in the project better. An example of these introductory questions was: “How would you describe your role and position in the DrottningH project and/or in the district in general?” The second category addressed the six different social sustainability aspects examined in this thesis. These were: Accessibility, Availability of Job Opportunities, Townscape Design, Preservation of Local Characteristics, Psychological Well-Being, and Social Cohesion (see section 2.2.1).
In total, the second category contained 24 questions, four per aspect. In particular, the first question of these four questions was a main question and aimed at getting more insight into the coverage of each aspect in the case project. An example for Accessibility was: “Based on our definition of accessibility, how are these aspects considered in the project and/or the district?” and an example question designed to investigate Social Cohesion was: “What is the vision of DrottningH regarding the different resident groups, meaning current and future residents?” The second, third and fourth question were identical for each aspect because they examined the relation with the three researched leadership aspects. An example is the following question covering the Stakeholder Engagement aspect: “How is ensured that the stakeholders agree with the project goals and decisions?”

The last category contained three questions which gave the interviewees the chance to express their feelings about the project and they were also given the chance to add to the interview with information that has not been covered in the guide. In the last question, the interviewed person was asked about recommendations for further contacts that the researchers could interview.

Field observations. On May 16, 2018, the three researchers conducted field observations in Drottninghög. The district was observed for eight hours. Additionally, to the personal impressions of the researchers, photographic data was captured.

Analysis software. The gathered interview data was analyzed using QSR International’s NVivo 12 Pro (2018) qualitative data analysis software. This software allows to import interview transcripts and then assign codes to appropriate extracts. Furthermore, the transcripts can be searched, and coded references can be sorted by category.

3.3.3 Procedure

If the participants agreed to give an interview, a time and date was set for the consultation. The interviews were either conducted in person or via phone, depending on the availability of the interviewees and the researchers. While conducting the interviews, special attention was given to execute the conversations in a quiet environment with as little distraction as possible. Before the interview started, the interviewees were asked whether they agreed to be audio recorded during the talk. Afterwards, the interviewees were shortly informed about the purpose and the aim of this research and how their involvement could contribute to it. It was stated that the goal is to get more insight about how social sustainability is being implemented in the examined multicultural urban development project; and what role leadership plays in this process. Then, the official interview started. Following, the interviewees were given the chance to ask additional questions or make remarks. Eventually, the interviewees were thanked for their participation. All in all, the interviews varied between 15 and 90 minutes.

3.4 Data analysis

The analysis of data in this thesis follows the factors for social sustainability as described in section 2.2.1 in relation to the leadership aspects described in section 2.2.2 to answer the research questions (see section 1.3).

Qualitative content analysis. To analyze the gathered interview data, we made use of a qualitative content analysis. Since this study is a descriptive study, the goal of this research was to find out how social sustainability is being implemented in the examined multicultural urban development case; and what role leadership plays in this process. Basing our data analysis on the previously identified theoretical framework (see section 2.2), by using the
qualitative content analysis, we found communalities and disparities among the collected interview data. For this purpose, we analyzed the data with focus on the subjective experiences of the interviewees. The interviewees’ verbal communication was investigated with special attention to the content as well as the contextual meaning of their statements. Hereby, we got insight into the interviewees’ opinions about the development of the DrottningH project and the district as a whole in relation to the sustainability and leadership aspects as examined in this thesis.

**Coding system.** According to Mayring (2014), the key point in qualitative content analysis is the category system. In line with the hybrid research approach, we made use of a directed content analysis procedure as described by Hsieh and Shannon (2005). Thus, the data analysis started with pre-formulated categories, which were based on our own theoretical framework. The initial codes were: (1) Communication of Vision, (2) Stakeholder Engagement with sub-code (2.1) Active and (2.2) Passive, (3) Adaptation to the Transition Process, and (4) Social Sustainability Aspects, divided in the sub-codes (4.1) Accessibility, (4.2) Availability of Job Opportunities, (4.3) Townscape Design, (4.4) Preservation of Local Characteristics, (4.5) Psychological Well-Being, and (4.6) Social Cohesion. This coding system got further extended when new themes appeared while reviewing the interview transcripts to make sure all relevant aspects were sufficiently covered. The emerging categories were (5) Trust, (6) Governance and (7) Reputation. By following this procedure, a total of seven codes with eight sub-codes were used. This ensured that the applied category system comprised all the information needed for the further analysis.

### 3.5 Reliability and validity

According to 6 and Bellamy (2012), reliability in research relates to the possibility for other researchers to achieve comparable results after following the same procedures and research set-up. Therefore, this paper describes all steps taken, from data collection to the analysis, including inter alia the interview guides, choice of participants, analysis methods, and used codes, in the sections in this chapter.

Further, validity relates to “the degree to which our statements approximate to truth” (6 & Bellamy, 2012, p. 21). To ensure the collected data is valid, all interviewees were asked about their personal experience and expertise to see the responses in their particular context. Furthermore, the participants were chosen to cover different organizations and roles in the urban development process to make sure the data covered a significant cross section of the different key stakeholder perspectives. Despite thorough decisions on participants, we are aware that choice of interview partners might affect the results. The framework on social sustainability, as assessed in this thesis, was verified to ensure that no important aspects were forgotten. For this purpose, examples for the implementation of the social sustainability aspects in the case were collected. Besides, participants were given the chance to add any possibly important topic that have not been covered in the interviews.

### 3.6 Ethics

This study follows the ethical considerations of Bryman and Bell (2003). All participants of this study took part voluntarily in the interviews and could terminate the conversations at any time. They were informed about the aim of this research and were given the opportunity to clarify any open questions about the study beforehand. The interview partners consented to the use of their data. During the interviews or any other part of the study, no offensive and discriminating language was used. Data protection for all collected data was ensured.
and gender of the participants were anonymized, only job descriptions and affiliated organizations were stated in consent with the interviewees since this information is important for a thorough understanding of this study.

During the entire study, objectivity was maintained in all conscience by several means: Firstly, to ensure that all interview partners were asked about the same initial questions, semi-structured interviews were conducted. Secondly, to guarantee a high degree of objectivity and professionalism, the three authors of this paper reflected on each other’s actions reciprocally and thirdly to conduct a thorough data analysis, a mutually code-book was created prior to the analysis process. By combining the mentioned methods, an unbiased approach was ensured wherever possible. Since the results of this study can help to achieve greater success in similar urban development projects, this is of interest for research on the topic of social sustainability and leadership. Any work of other authors was acknowledged by following the APA referencing system.
4 Case selection

This chapter presents the case examined in this thesis, the Drottninghög district in Helsingborg, Sweden, by firstly introducing the city in a broader national context and then describing the district and the local urban development project in detail. It concludes with the motivation for the selection of this particular case.

4.1.1 Helsingborg in the Swedish context

Helsingborg, with some 140,000 inhabitants after Malmö Scania’s second largest and Sweden’s eighth largest city, is an important industrial city (Helsingborgs stad, 2018e; Statistics Sweden, 2018c). The port of Helsingborg is Sweden’s sixth largest port by overall goods and the second largest container port after the port of Gothenburg (Sveriges Hamnar, 2018). As most developed countries, also Sweden was and is experiencing a shift from a manufacturing economy to a service-based economy (Fournier & Axelsson, 1993). One of the most significant indicators for this development was the decline in shipbuilding in the 1970s, leading to the shutdown of heavy industry in Scania (Coenen, 2007). This development especially affects industrial cities as Helsingborg, and innovative strategies for future development in these regions are required. Furthermore, Sweden traditionally is a centralized country, with most important decisions made in the capital Stockholm. Therefore, regional centers have to identify innovative approaches to foster their status on a national level, especially in regions with strong own identities as Scania (Coenen, 2007). In many cases, the strategy of such municipalities is an image change and increasing the attractiveness to young, innovative firms and new inhabitants. Helsingborg is doing so by developing the vision “Helsingborg 2035” with the aim to be a creative, vibrant, common, global, and balanced city for people and businesses by 2035 (Helsingborgs stad, 2016). Part of this vision is the development of new attractive districts as Oceanhamnen on former industrial sites and the establishment of the Helsingborg campus of Lunds universitet as part of the municipality’s H+ project (H+, 2016). So-called triple-helix partnerships between academia, government, and industry can be a strong mean for sustainable economic development (Coenen, 2007). Nevertheless, this development is not only limited to the generation and advancement of districts in the city center but also concerning existing residential areas, especially vulnerable areas.

4.1.2 Drottninghög – a multicultural district

One example for these vulnerable districts is Drottninghög. Drottninghög is one of 42 administrative districts of the municipality of Helsingborg (Helsingborgs kommun), one of 32 districts of the city of Helsingborg (Helsingborgs stad) and is located about 3 km northeast from the city center (Helsingborgs stad, 2018d; Thomasson, 2005) These districts, called B-district (Swedish: B-område) in the classification for geographic division, all have own statistical data available through in the statistical database of the city of Helsingborg, Helsingborgs stad Statistikdatabas.

Historic background and Million Homes Program. The entire Drottninghög district was built in the years 1967 to 1969 as part of the Million Homes Programme (Miljonprogrammet; Helsingborgs stad, 2017a). The program aimed to build a million dwellings between 1965 to 1974 to fight housing shortage due to a combination of developments in post-World War II Sweden. Even though Sweden did not suffer from wartime destructions, rapid urbanization and a low housing standard in comparison to other countries at that time led to a great demand for housing, especially in bigger urban areas. The housing was originally targeting the rising Swedish middle class in the 1960s and 1970s, the working class at that time (Hall & Vidén,
The neighborhood in Helsingborg, consisting of 52 apartment buildings, is enclosed by three big arterial roads (i.e., Vasatorpsvägen in the south, Drottninghöggvägen in the north and east, and the motorway Ängelholmsleden in the north and west) – a typical urban concept of the decade (Alanesi, 2018; Falck, 2018; Helsingborgs stad, 2017a). Typically for districts built as part of the Million Homes Programme, the residential structure changed substantially since they were completed, shifting from Swedish working-class neighborhoods to lower class housing, mostly with high proportions of immigrants. This is, inter alia, caused by the fact that the dwellings were technically state-of-the-art when they were planned, but are outdated with fairly low living standards nowadays, resulting in lower rents (Steiner & Ahmadi, 2013).

Demography. This section compares statistics of Drottninghög with the statistics of entire Helsingborg including Drottninghög as part of all districts. This implies that differences between Drottninghög and other districts in the municipality are even higher. As of December 31, 2017, Drottninghög had 2,859 inhabitants, of which 52.68% were born outside Sweden, compared to only 24.71% in the entire city of Helsingborg (Helsingborgs stad, 2018c). The number of residents with foreign background (i.e., people who are born outside Sweden or have both parents being born outside Sweden) is even higher, with a rate at 77% compared to 32% in the municipality (Helsingborgs stad, 2017d). The mean age in Drottninghög is 33.1 years, 6.8 years less than in the entire city (Helsingborgs stad, 2018f).

The education level in Drottninghög is significantly lower as in the rest of the city. As displayed in Figure 2, the overall education level is clearly below the level of Helsingborg and the difference becomes more and more evident for higher education levels. Especially highly educated people (three or more years of education after graduating from ‘Gymnasium’, the Swedish high school) are underrepresented in Drottninghög (7.95%), compared to the city average of 22.19%, whereas people with only basic education (Pre-Gymnasium) are by far more common in Drottninghög (32.62%) than in average (13.36%; Helsingborgs stad, 2017b).

Figure 2. Education levels in 2016. Adapted from Helsingborgs stad (2017b).

The average income of gainfully employed persons (as displayed in Figure 3) also differs tremendously with an average income among men in entire Helsingborg of almost 1.5 times the income of Drottninghög men. The income of women differ by a factor of 1.36 and the overall average income differs by factor 1.41 (Helsingborgs stad, 2017c). Furthermore, the unemployment rate is more than twice as high in Drottninghög (20.88%) compared to the
overall municipal area (9.17%; Helsingborgs stad, 2018a). The unemployment rates are displayed in Figure 4.

Figure 3. Income in thousand SEK per year of gainfully employed persons between 20 and 64 years old in 2015. Adapted from Helsingborgs stad (2017c).

Compared to the rest of the city, Drottninghög has significantly higher resident turnover rates (15-18% moving out and in in Drottninghög compared to 5% in the entire city, always in relation to the total population). The turnover rate of Helsingborg shows a noticeable outlier in 2017 with rates at the same level as Drottninghög (Helsingborgs stad, 2018b, 2018c). The turnover rates are displayed in Figure 5.

Figure 4. Unemployment rates for persons between 18 and 64 years in 2017. Adapted from Helsingborgs stad (2018a).
Figure 5. Resident turnover rates from 2003 to 2016 in Drottninghög and Helsingborg in relation to population. Adapted from Helsingborgs stad (2018b, 2018c).

Situation today. All dwellings in the district, 1151 apartments at the moment, of Drottninghög are owned by the municipal housing company Helsingborgs hem (Alanesi, 2018; Helsingborgs stad, 2017d). Along the arterial roads, several smaller and bigger supermarkets are located, in the north of the district an outdoor pool exists, and at Drottninghög Centrum offers a post office, a medical center, a pharmacy, a bakery, a school, a church and a library (Idé A), serving as meeting point for cultural meetings and information (Helsingborgs hem, 2017). The district can be reached by public transport with the bus lines 1, 7, 10, 26, 27, 84, and 91 and several bike lanes connect Drottninghög with the neighboring areas, the city center and the rest of the city (Helsingborgs stad, 2015; Skånetrafiken, 2017).

Today, Drottninghög is known Sweden-wide as a problematic area. The Swedish Police classified Drottninghög (together with the neighboring districts of Dalhelm and Fredriksdal) as riskområde (risk area). Risk areas are one of three types of so-called vulnerable areas (Utsatt område) and form the second gradation of classified areas. They are often found in districts with similar demographic characteristics as Drottninghög and have to deal with challenges like drug sales, extremism and radicalization, high concentration of criminals, and parallel societies (Nationella operativa avdelningen, 2017). In the newspapers, negative headlines about the district are prevalent (e.g., Björne & Tjernström, 2018; Jönsson, 2018).

4.1.3 DrottningH – An urban development project in a multicultural setting

DrottningH is an urban development project in Drottninghög which aims for changing Drottninghög into an integral part of the city of Helsingborg in terms of physical, mental and social integration (DrottningH, 2015). It is part of Helsingborg’s 2035 city vision which can be divided into five sub goals, namely becoming a creative, vibrant, global, common and balanced city for both people and businesses (DrottningH, 2017c). Therefore, to successfully contribute to this objective, DrottningH is based on four overall strategies. First it intends to connect and to tear barriers, second to densify the district and to create variety, third to open the process and interact and fourth to put children and young people in the focus (DrottningH, 2017a).

The project started in October 2011 and has an expected time-span of at least 20 years. It is owned by a political steering group, which makes it a politically well-supported urban development project, giving the transition plan high legitimacy and priority in the city.
planning (DrottningH, 2017b). Being led by the city council, due to its large size, the program is further divided into several subdivisions, entailing a variety of workers from several administrative departments and other companies of the city. Another crucial driving force for this initiative is AB Helsingborgshem, the largest property owner in this neighborhood with 11,000 rental apartments. For this reason, it can be said that the project disposes over a high degree of complexity and relies on the collaboration of an extensive number of stakeholders.

4.2 Motivation for case selection

We chose to conduct a study about DrottningH in the wider context of Drottninghög for four reasons. Firstly, this project is interesting to us due to the long-projected timeline of at least 20 years since it gives us the opportunity to analyze a development project which makes a long-term commitment to its community. In this case, it is of particular interest to investigate how social sustainability is incorporated in a long-term perspective. Secondly, DrottningH enjoys remarkable political support which makes it a relevant research case. Thirdly, we perceive this case as interesting in an urban development context due to the earlier mentioned exceptional demographic characteristics such as the high rate of inhabitants with different ethnicities and cultural backgrounds, the relatively young aged population, a high unemployment rate, the low educational level, and the high turnover rate. This combination makes the district a challenging neighborhood for development. Lastly, we see a great opportunity to make an addition to an on-going research project. This gives us the chance to contribute to the further development of this particular project and similar initiatives. Besides, this project was especially attractive because of already existing ties between the project leaders and Malmö University. This enabled us to do an in-depth research of DrottningH, despite the fact that this study was conducted within a limited time frame of ten weeks.
5 Empirical data and case analysis

5.1 Social Sustainability in Drottninghög

To answer the research question on how leadership facilitates the implementation of social sustainability in a multicultural urban development project, it must be investigated whether and how the social sustainability aspects, as we defined them in section 2.2.1, are covered in the current development stage of Drottninghög. For this purpose, this section summarizes whether the applied theoretical framework is valid and to what extent it applies to the Drottninghög case. As shown in Table 3, we identified several examples of initiatives and activities which are implemented in Drottninghög and part of the social sustainability development process covering all six social sustainability aspects of our framework. We therefore infer that social sustainability is an integral part of the district’s development process. This gives the researchers a reason to test the relation between the proposed leadership model and the proposed social sustainability framework.

Table 3

<table>
<thead>
<tr>
<th>Social sustainability aspects</th>
<th>Drottninghög examples</th>
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<tbody>
<tr>
<td>Accessibility</td>
<td>Public facilities</td>
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<tr>
<td></td>
<td>Renovation and expansion of Drottninghög centrum</td>
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<td></td>
<td>Expansion of local health center (Vårdcentralen)</td>
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<td></td>
<td>Open spaces &amp; green areas</td>
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<td></td>
<td>Construction of new playground</td>
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<td></td>
<td>Construction of public swimming pool</td>
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<td></td>
<td>Accommodation for different socio-economic groups</td>
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<td></td>
<td>Renovation of old rental apartment dwellings</td>
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<td></td>
<td>Construction of new rental apartments</td>
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<td></td>
<td>Construction of co-operational housing</td>
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<td></td>
<td>Construction of new district (Vasatorps Trädgård)</td>
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<tr>
<td>Transport</td>
<td>Construction of fast bus line to Helsingborg center (HelsingborgsExpressen)</td>
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<td></td>
<td>Construction of new bike lanes</td>
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<tr>
<td>Availability of Job Opportunities</td>
<td>Rekrytera</td>
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<td></td>
<td>- Local Ambassador Program (Brobyggare)</td>
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<td></td>
<td>- Café välkommen</td>
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<td></td>
<td>- Personal coaching (e.g., CV training)</td>
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<tr>
<td>Townscape</td>
<td>Construction of new bike lanes</td>
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<tr>
<td>Design</td>
<td>Renovation of public parks</td>
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<td></td>
<td>Installation of street lights</td>
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<td></td>
<td>Construction of green house</td>
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<tr>
<td>Preservation of Local Characteristics</td>
<td>Preservation of green spaces in the densification process by using old parking spaces for new construction sights</td>
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<tr>
<td></td>
<td>Brick facades are kept in the new house design</td>
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<tr>
<td>Social sustainability aspects</td>
<td>Drottninghög examples</td>
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<tr>
<td>Psychological Well-Being</td>
<td>Installation of street lights</td>
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<td>Security and people’s feeling of security</td>
<td>Police operation in April 2018 – 11 arrests from a leading district drug-dealing gang</td>
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<td></td>
<td>Police surveillance (patrol)</td>
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<td>Public participation &amp; empowerment</td>
<td>Rekryteran</td>
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<td></td>
<td>- Café välkommen</td>
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<tr>
<td></td>
<td>- Courses (Dance classes, mindfulness, yoga etc.)</td>
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<td></td>
<td>Library Idé A</td>
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<td></td>
<td>- Food festival</td>
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<td>- Knitting festival</td>
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<td>- Lectures &amp; Workshops</td>
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<td>- Individual support if they want to create their own activities</td>
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<td>Church</td>
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<td></td>
<td>- ‘Ruffie’ training (outdoor training)</td>
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<td></td>
<td>- Language café</td>
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<tr>
<td>Residential stability</td>
<td>Creation of mixed tenure and different apartment sizes (rental, owned, co-op mix)</td>
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<td></td>
<td>Queuing advantage only for previous residents</td>
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<td></td>
<td>Renovating to current certification standard, without getting certification to keep the rent for tenants low</td>
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<tr>
<td>Social Cohesion</td>
<td>Language café, Christmas market, food festival, workshops at the library, musical production</td>
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<tr>
<td></td>
<td>Public workshops:</td>
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<td></td>
<td>- Sport/Dancing classes</td>
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<td></td>
<td>- Mindfulness courses</td>
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<td></td>
<td>“Saying hello” – personal approach</td>
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<td></td>
<td>Library Idé A</td>
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<tr>
<td></td>
<td>- Speeches &amp; lectures</td>
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<tr>
<td></td>
<td>- Workshops</td>
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</table>

*Note.* The Drottninghög examples are derived from personal communications with the interviewees 1 - 13

5.2 Leadership as implemented in Drottninghög

The following three subsections analyze the three investigated leadership aspects in detail. Subsection 5.2.1 focuses on Communication of Vision; subsection 5.2.2 focuses on Stakeholder Engagement; subsection 5.2.3 focuses on Adaptation to the Transition Process. A summary of the key findings is given in subsection 5.2.4. In this thesis, *leader* relates to stakeholders directly involved in the development process, such as project leaders, employees of Rekrytera, and the staff at Idé A. The term *follower* describes groups and individuals, i.e. the community, that are affected by the development process.
5.2.1 Communication of Visions as implemented in Drottninghög

The collected interview data are analyzed regarding the communication of vision as implemented by the different groups and organizations that are involved in the development process in Drottninghög. This subsection focuses on purely informative communication. In the following, the data analysis is split up in two categories: communication strategies and channels of communication. The communication of vision between the different organizations pushing the development of Drottninghög will be further elaborated on in the subsection collaboration. Even though there was great consensus among all interviewees regarding the significance of communication for the success of such an urban development project, the methods and approaches varied a lot. Therefore, the communication is described independently for each interviewed stakeholder, since every stakeholder uses a specific approach based on their respective needs and aims in the district.

Communication strategies. During the interviews it became apparent that the communication strategies differ significantly contingent on the context and need to be adapted depending on the aims and needs of a project and its target group. Municipality of Helsingborg’s urban planner working on DrottningH stated, “we want the visitors there,” as part of the strategy for Drottninghög in becoming more attractive to residents from other parts of Helsingborg. This also relates to DrottningH’s aim of being open and interactive. Furthermore, it supports the rebranding and marketing approach mentioned by several interviewees. This approach is explained further in the section on reputation in the discussion chapter.

For the employment project Rekrytera as described in Table 2, it is important to have personal communication. They use so-called “Brobyggare”, which can be directly translated to ‘bridge builders’, local inhabitants with personal relations to other residents, as ambassadors for their project and as initial contact persons, particularly for young people. Rekrytera’s project leader said:

But if we do [it] face to face, then we have [a] bigger chance of succeeding than just […] marketing [it] on social media. Those people aren’t there. They are here on the streets, on the corners, and maybe at night, maybe on the weekends. And then we need to be there and talk to them then.

“We also know that […] we need to be in contact with them 5 or 10 times before they’re ready to take the step.” They mainly count on showing good examples like the before-mentioned ambassadors and also companies that collaborate with them to indicate their vision. According to the project leader, it is also important to communicate in the language of their choice. By following this strategy, Rekrytera mainly focuses on young adults. Putting young people in focus is also part of DrottningH’s overall vision.

Contrary, all information at the local library and meeting place Idé A is offered in Swedish only. The activity coordinator at Idé A mentioned that “we decided that something [has] to be in Swedish, you can't always put it in Arabic or Balkan languages. They have to learn Swedish.” However, interpreters are always available, if needed. Idé A is attracting visitors by offering an outstanding cultural program with well-known artists from all over Sweden, as the activity coordinator pointed out. This also aims to draw residents from neighboring districts, not only for cultural but also other leisure activities. In the conversation, the activity coordinator mentioned, “we're trying to break down […] all of those stupid thinking,” when talking about rivalries and competition between the districts, following DrottningH’s vision of “connecting and tearing down the barriers”.

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Many institutions in Drottninghög value an open attitude and authenticity in their work for the district. For example, the pre-school is welcoming visitors in many languages through the design of their main entrance as displayed in Figure 6. Also, the local parish and Idé A follow a strategy that could be described as ‘open doors’, inviting anyone to come by. This is also reflected in their personal approach of doing everyday things together, such as ‘fika’, a chat on the street, or training offers, as listed by Idé A’s activity coordinator. For the church, this openness includes both welcoming people of all faith but also people from foreign countries, inter alia as part of exchange programs. Openness, together with fostering variation, are among DrottningH’s four aims. Presence of these aspects is therefore also part of the communication of the project’s vision. The urban planner and recruitment coach working for DrottningH at Rekrytera stresses that for the decisions made in DrottningH, transparency is crucial, everything is documented and available to anyone online. Also, the principal of the pre-school mentions the importance of being inspiring while being clear in the communication to avoid any misunderstandings, especially in a multicultural context.

Figure 6. Main entrance of Diamantens pre-school, welcoming visitors in several languages, Drottninghög, May 16, 2018. Work of the authors.

Summarizing the above section, it becomes apparent that effective leadership needs to apply different communication strategies to communicate the vision completely and to all stakeholders. This is of special interest in such a complex and culturally diverse setting, especially since sustainable communities have to cover the needs of all community members, following the before-mentioned definition by the ODPM (2005; see section 2.2.1.) Therefore, many approaches have their raison d’être, but need to be strategically combined to thoroughly address all contingencies. It is the leader’s obligation to choose appropriate strategies.

Channels of communication. The preferred communication channels are also strongly depending on the organization and its aims.
The municipality of Helsingborg informs residents in Drottninghög regularly by being present in a modified caravan in the district and on local festivals such as a Christmas market, in a local office, and through informational meetings at the library. These meetings seem to be of great interest among the residents. For instance, the municipality’s urban planner stated, “I was surprised how many people came to the library on a week evening in the middle of the week. So, I think people are interested and now they see many things happen there as well.” Bimonthly, the housing company owning the dwellings presents new plans, current topics of importance, and ongoing developments together with the other members of DrottningH and is present in one of the newly renovated apartments used as a local office throughout the whole year, a vivid way of communication, as all stakeholders can directly see, how the renovations are going to be. Additionally, both the municipality of Helsingborg and Helsingborgshem are available by phone for questions, which was highlighted both by the municipal urban planner and the project leader at Helsingborgshem. This ensures that worries, doubts, and all voices can be heard and thereby also verify the consent of all parties affected. The overall presence and reachability of the main stakeholders is a convenient way of communicating DrottningH’s vision to the residents of the district.

By means of the online newspaper “Drottabladet”, news regarding the district Drottninghög, but also the neighboring districts Dalhem, Fredriksdal, and Vasatorps Trädgård are being published. This helps connecting the areas following the aim of DrottningH of tearing down barriers. Besides that, also an application and an email newsletter inform residents, especially about construction projects related to DrottningH. The use of digital communication by schools and pre-schools, which share short movies made by school kids on Facebook or communicate their teaching methods via an Instagram channel, was underlined by the principal of the pre-school and the activity coordinator at Idé A. According to the activity coordinator, the local institutes are ahead in terms of digitalization compared to other Swedish schools, as they use techniques such as green screen, stop motion, and tablets in their curriculum. To sum up, the vision to put young people in focus is communicated by means of advanced technologies in the educational facilities that empower children and strengthen their abilities with digital media. Thus, in this context, the possession of technology serves communicational purposes.

Despite the fact that the use of digital means is widespread in the district, the local library experienced that the use of offline media is inevitable to reach all members of society. Therefore, the library informs about their cultural program and offers (e.g., speeches, theaters, and vernissages) through posters and brochures that are distributed by direct mail. This surprise, as the mean age of Drottninghög is comparatively low (as mentioned in 4.1.2). One explanation might be, that residents in such vulnerable areas cannot afford digital devices and are therefore disconnected from this type of information. For Rekrytera, face-to-face communication is crucial since big aspects for the project’s success are trust and motivation, as accentuated by all interviewees at the employment project. This communication is realized through the ambassadors mentioned in the last section, and also in personal meetings and coaching in the organization’s office. Based on the interview with the activity coordinator at Idé A, sharing the approach that is realized in Drottninghög with interested parties is an important part of the communication strategy. Visitors from all over Sweden and also other European countries are given the chance to learn from the strategies used in the urban development process as well as the education methods at the pre-school by joining guided tours and presentations, acting as a showcase project. This is also in line with DrottningH’s goal to open the process and interact.
To sum it up, these results show that effective communication channels clearly need to focus on the desired target group – taking all factors into account. Even though modern digital ways are an easy and appealing mean to communicate, also offline media needs to be used to reach all stakeholders and to create an inclusive information approach. Leaders in urban development project therefore need to thoroughly examine the situation and the needs of the involved parties to find and use the appropriate channels efficiently.

**The role of communication in collaboration.** DrottningH is a collaboration of five organizations and projects, that are mostly not only active in Drottninghög, but also other parts of Helsingborg, and are working on joint goals for this particular district. Anyhow, also collaboration with other organizations that are active in the districts, for instance the church, the pre-school, and the police, are inevitable for a successful development in Drottninghög. Altogether, the municipality of Helsingborg is responsible for the project, as the city’s project manager stated. However, according to the project leader at Helsingborgshem, the project is rather “a partnership”. As underlined by the project leader of Rekrytera, a great strength of this partnership is the creation of a common strategy on a bigger scale. According to the parish’s pedagogue, especially personal communication is crucial: “We know each other, so it’s easy to communicate”. This also ensures a good flow of information.

As mentioned by the municipality’s project manager, DrottningH has no “very big central budget”, which obliges them to include different stakeholders and different departments of the city in the development process. Activities and constructions are therefore mostly financed through the respective department’s own budgets. The project follows this strategy since 2009, and, even though the project manager is aware of the possible risks of this approach, so far it proved to be an adequate strategy.

The different organizations in DrottningH report, develop and communicate their strategies through meetings with their respective departments, but also through regular meetings with all affiliated partners, as interviewees from the municipality’s construction department, the employment project, Helsingborgshem, and Idé A point out. Regarding the current development and transformation of the district, especially after a big police intervention with eleven apprehensions in April 2018, Rekrytera’s project leader states that transformation and development of the district is “everyone’s responsibility. That’s not [only] DrottningH or Rekrytera. That’s something for the school to consider, the library. […] Anybody here, [including] the residents, have some kind of responsibility in showing their good will; showing their leading others, […] to this opportunity.” In connection to security issues, the recruitment coach and urban planner emphasizes the importance of collaboration and exchange with the police. For Rekrytera’s project leader, collaborations and the creation of ties with external companies, mainly for employment issues, are an important mean to change the mindset and prejudice of areas like Drottninghög. The municipality’s project manager is therefore in close contact with the police through weekly meetings.

Despite the fact that the project leader of Rekrytera and the activity coordinator of Idé A generally have a positive view of collaboration in DrottningH, also critical voices became apparent. The Municipality of Helsingborg’s urban planner sees room for improvement in communication processes, especially between individuals that are involved in the project for a longer time and comparatively new members. Furthermore, the interviews with both interviewees of Idé A led to the impression that notwithstanding the common vision, all projects and organizations seem to follow own, slightly diverging goals, also due to the project partner’s independence.
This is also supported by the municipality’s project manager:

We still see a lot of one-sided questions. People and organizations, parts of organizations that think of their own problems and their own goals tend to not see the common goals, tend not to see what we can do together. So, there is a journey to do that takes at least 10 [more] years.

Nevertheless, the manager’s overall résumé is optimistic as he states, “But we are on a very good road, it has happened very much in the last five, six years in the city. Good things regarding collaboration. So, I'm very positive, and I hope that we will be even better.”

Regarding collaborations, there seem to exist close bonds in Drottninghög. Nevertheless, aims and strategies of smaller organizations in the area, both inside and outside DrottningH should be focused on and imbalances of power between experienced project members and entrants should be worked on. This is supported by the following statement by the project leader of Rekrytera: “we are very dependent on each other but not on […] an organizational or financial way. It's more […] that we cooperate, and we help each other”.

5.2.2 Stakeholder Engagement as implemented in Drottninghög

In the context of this thesis, stakeholder engagement focuses on the degree to which different people, groups or organizations within the district as well as beyond the districts boarders are involved in relation to the development of Drottninghög and specifically, the DrottningH project. As stated in section 2.2.2, the focus is on interaction patterns, decision-making processes and power relations.

The interviews were in line with the information stated on the DrottningH website – stakeholder engagement plays an important role within the project and district development. In general, it became apparent during several interviews that the involvement of the residents as well as the organizations that push the development of the district are a crucial part of the project. In the interviews with both staff members of Idé A and the recruitment coach it was stated that different individuals and groups are being involved on a regular basis and that great effort is put into initiating participation. This is in line with the job responsibilities of the interviewees at Idé A which are mainly to foster social cohesion and societal participation by bringing residents and other stakeholder groups together and by creating a meeting place in the district. Consequently, Idé A plays a main role for the initiation of participation because they manage several activities with the goal to intrinsically motivate and empower people in the district to contribute to the society.

Based on the interviews, the aspect Stakeholder Engagement is divided into two categories in this analysis to add structural clarity. The first category, labeled as passive, contains examples of activities for the community which are offered independently by organizations such as Idé A. An example of this organization would be a knitting workshop. The aim of these activities is to increase community engagement within the district by creating attractive activities which the community members can participate in. The second category, which is labeled as active, contains examples of activities for the community, from the local community. This often translates into an active collaboration between different parties, for example a certain resident hosts a workshop with the help of Idé A. The aim is the same as in the passive category. However, the local community is involved in the organization. Thus, the difference between the two categories is that the passive category means being engaged through participation in activities or the usage of services; whereas the active category means being proactively engaged through participation in the planning and/or organization phase of those
activities and services. In the following, both aspects are analyzed separately with the help of material extracted from the interviews.

**Passive Stakeholder Engagement.** This category concentrates on the fact that people are engaged because provided offers such as workshops are frequently visited and appreciated by the community. This was claimed by Idé A’s activity coordinator who was talking about a knitting workshop he recently organized. According to the activity coordinator, people feel “very happy” about the opportunity of participating. One determining factor for the great participation could be the number of offers provided. During the interview, several activities were mentioned that are aiming to increasing community participation and social cohesion. These services are broad in scope and range from meeting places to greeting other people in the streets. It is therefore assumed that stakeholder engagement can be facilitated in many different ways and has many layers. It is important to mention that most of these activities are free of charge and therefore “irrespective of how much money you have in your […] wallet” because then it becomes accessible to everyone and is consequently inclusive, according to the development board leader of Idé A.

With regard to the just mentioned meeting places, workshops are one example that has been stated frequently by several interviewees. Rekrytera’s project leader talked about ‘Café välkommen’ (Café Welcome), a place where foreign women have the chance to meet and interact. The following quote of the interviewee in question illustrates how providing this meeting space facilitates community engagement on the side of those women:

> We have something we call ‘Café välkommen’, Café Welcome, and it’s basically a social platform for these women, women that are in their home and they don't have a social network. They don't go out a lot. They don't search and apply for jobs, they just stay at home. Leave the kids in school in the morning and picking them up in the afternoon and then cleaning and cooking and all those things. So, we create a Café välkommen […]. There are about 50 women now and they motivate and push each other into taking steps.

A similar example is the weekly language café and ‘fika’ which is organized by the church and has great attendance rates, according to the parish.

Apart from workshops, we also identified other activities which are being held in Drottninghög to engage people in the community. Rekrytera’s project leader mentioned several sports offers such as Zumba or Yoga classes which have the aim to bring people together and to promote health and well-being in the community. While talking to the preschool, the principal mentioned that the library is hosting educational speeches on a regular basis which “makes people from other areas come, too.” This is not only an example of passive stakeholder engagement that goes beyond the district itself but can, according to the preschool’s principal also positively influence the development of Drottninghög, given that outsiders “discover how nice area it is.” Another example of how stakeholders are invited to engage in the community are open meetings in which groups or organizations pushing the development of Drottninghög, for example Idé A, ask for input from residents or other groups that are not directly involved in the development process of the district. Idé A’s activity coordinator supports that as he states,

> So, what we're doing is that we make focus groups and ask them what they want, and they say, "We would like Bruce Springsteen," and that's a little bit expensive so we get Sven Melander. Sven Melander is a Swedish actor. So that's sort of a joke in Sweden.
Besides, a lot of activities are provided for the children living in the area. This is illustrated by the following statement of the pre-school principal: “We want the kids to be a part in this society.” Moreover, the bare fact that people greet each other in the streets fosters engagement simply because people start greeting back, as confirmed by the activity coordinator of Idé A. The manager states, “If […] I come by and say hi, then you know that you’re still alive, you’re not dead. You’re not isolated and alone.” Thus, we assume that greeting each other has the potential to foster social cohesion because it creates “a sense of belonging”. We therefore think it plays an important role in vulnerable districts, especially regarding the process of bringing people together.

All in all, the describes example show that Drottninghög is a district that offers many attractive activities and services which community members can use. Furthermore, specifically the above analysis of the **Passive Stakeholder Engagement** aspect shows the necessity of providing diverse services that encourage community members to participate and therefore make them a part of the district. In the case of Drottninghög, this creates a sense of belonging among the residents which is assumed to be a precondition for active stakeholder engagement because the interviews show that people’s involvement in the community increases when they attend local activities offered by stakeholders pushing the positive development of Drottninghög.

**Active Stakeholder Engagement.** This aspect concentrates on the active involvement of different stakeholders which means, as explained in the beginning of this section, participating in the planning and implementation of activities for the community. One example of how people’s involvement in Drottninghög can become more active if they take part in activities aimed at strengthening the local community, is illustrated in the following quote in which the project leader of Rekrytera is referring to the above mentioned ‘Café välkommen’:

So, this social platform has actually been a middle step into coming into the labor market project Rekrytera. So, maybe they’re very far from a job here but coming to ‘Café välkommen’ make them realize that they have a lot of opportunities and they have a lot of abilities. So, from this platform, they go into the labor market project that we arrange here, and we can work with them and actually creating the results. So, I think by not creating this platform, the gap might be too big.

This example illustrates the transition from passive stakeholder engagement to more active stakeholder engagement: Following the definition given for both categories, we consider simply attending the café as passive engagement because all the women do is making use of an offered service. The realization of their abilities and their opportunities regarding employment then leads to their participation in the mentioned “labor market project”. This project requires intrinsic motivation and dedication and can therefore be classified as more active stakeholder engagement than merely going to the café.

During the interview, we identified many more examples that could be classified as active stakeholder engagement on the side of the residents. These examples show how the residents are being involved in the development process of the district and how they are being given a voice. Representatives from the municipality of Helsingborg, Rekrytera and the local library stated that they have discussions with the residents about their thoughts and opinions on the further development of Drottninghög. For example, DrottningH’s project leader at Helsingborghem said, “A lot of the project is built on very near dialogue and discussion with […] people and […] also other interesting groups.” The project leader continues with stating that “today we sit together and discuss things very early and […] it's a big thing.” This means
that exchanging thoughts with residents from the very beginning is crucial for the success of the Drottninghög project in particular, and the development of the district in general. This becomes apparent when looking at the playground in Drottninghög. The playground was built as part of the project in collaboration with the children from the local school. They were engaged in the design process and requested a fairytale themed playground which was put into practice as can be seen in Figure 7.

![Figure 7. Drottninghög’s playground co-designed by local children, May 16, 2018. Work of the authors.](image)

It is important to mention that the playground is only one example of many. To illustrate, the recruitment coach, working for Rekrytera, mentioned that young girls have been consolidated about would need to be changed in order for them to feel safer in the district. From the interviews, we got the impression that much is done in collaboration with the community; this is supported by representatives from the church who said that being open to everyone in the community and thus everyone’s needs, is important for a multicultural district such as Drottninghög. To sum up, we think that having open discussions with community members and actively involving them from the start in the planning and design process is a leadership feature that is assumed to be a unique success factor in the Drottninghög project, and possibly other urban development projects.

However, active stakeholder engagement also happens between stakeholders that are actively pushing the development of Drottninghög. The interviewed recruitment coach, for instance, often exchanges thoughts verbally with representatives of the Drottninghög project as well as with the local police. Furthermore, the interviewed project leader of Drottninghög and the pre-school principal indicated the importance of collaborating with other organizations and/or projects involved in the development process of the district. On top of that, stakeholders active in the district also seek the contact and collaboration with parties that are not yet involved in the development process. This illustrates the open attitude we noticed while visiting the district. Thus, one could assume that the development of the district requires teamwork and collaboration.
Empowerment. Beyond teamwork and engagement of diverse stakeholder groups in the development of Drottninghög, the collected data show that many of the provided activities specifically aim at empowerment. This became particularly apparent during the interviews with the two representatives from Idé A. Their main goal is to empower people to become independent members of society. This means actively taking part and contributing to the community by utilizing and strengthening their unique potential, now and in the future. One example is that the library is hosting open meetings where everyone in the district is welcome and in which the development of the district is discussed, and ideas are being exchanged. The activity coordinator of Idé A said that if one of the residents attending those meetings has an idea, for instance an art project, then “I will find the money for you. I’ll find the police things. And I will talk with the people who own the square.”

However, although the residents enjoy guidance, Idé A clearly wants to empower them to be independent and self-sufficient in the long run. Following the development board leader of Idé A, this is important because it gives community members the chance to “continue to be active and do the things they want to do” even after the initial support and guidance, as offered by organizations involved in the development process, has ended. This is in line with what the recruitment coach of Rekrytera told us. During the interview, the coach put a great focus on the importance of pushing community members to take control of their own lives because the motto is: “We don't do the job for you. But we can be your support and I can grab your shoulder when you need to”. This self-sufficient long-term empowerment is supported by other interviewees who indicate that giving community members responsibilities and informing them about the importance of their involvement is needed in order to create sustainable communities.

One example of how empowerment is being implemented in Drottninghög is an art project together with the local pre-school. The children were actively involved and empowered because each child planned and contributed to the art piece with a unique drawing in collaboration with a designer. This art piece was then displaced at the outer facade of a local supermarket. Activities like this can, as has been outlined before in relation to ‘Café välkommen’, increase the overall engagement of community members, for instance by raising their curiosity about organizing an art project on their own and exhibiting it in the community. In general, this art project is an example how the school is trying to incorporate the children in the community to make them “an important part of the society”, as the pre-school principal wants.

Another effective example of how the pre-school is fostering active engagement on the side of the community is via their yearly family party. While interviewing the principal, it was explained that the parents are asked and encouraged to help with the organization of the party by contributing to the music playlist that is being played during the event as well as by contributing to the buffet. This is not only a means to facilitate engagement but is following the principal also an important step to achieve a “mixture” between the different ethnicities and cultures present in Drottninghög. Nevertheless, the interview also showed that it is a challenge to achieve this “mixture” because, as has been explained in this thesis, achieving multiculturalism is challenging. In our opinion, this supports the need to involve different stakeholders from the very beginning since resolving cultural barriers is a sensitive topic and early involvement shows people that their viewpoints and opinions are valued. National representatives know best about the specificities of their culture; hence they should ideally show their culture to others and vice versa – an important step towards multiculturalism.

Further examples that highlight empowerment in active stakeholder engagement which were mentioned during the interviews are the following: Residents are encouraged to contribute to the community by cultivating the local greenhouse or keeping their garden in
good condition. Another illustrative point stated by the activity coordinator of Idé A was that local shop owners are asked for their input and preferences for a new shopping mall since their shops will be moved into the mall after the construction. This is crucial “because maybe they [...] can [not] afford the rent”. Once again, this early involvement shows how groups or organizations actively involved in Drottninghög’s development process, empower the local community and on top of that, include them in the decision-making process.

Summary. To summarize, overall, we defined stakeholder engagement as giving the community a voice through consulting them regarding the further development of the district as well as empowering them through encouraging them to actively take part in the community and to involve them in decision-making processes. Based on the data analysis, which clearly shows that these conditions are being met in Drottninghög, we assume that working towards stakeholder engagement is an integral part of the leadership approach used to foster social sustainability within the district. In particular, the analysis shows that passive stakeholder engagement is needed to foster a sense of belonging among the community members, especially among the many vulnerable groups residing in the district. It has been outlined that this can, in turn, lead to curiosity which then, as illustrated by several examples, is the gateway for active stakeholder engagement. The reason for this result, which we deducted from the collected data, is that people in Drottninghög need to be effectively convinced to participate in offered activities; they need the initial guidance and external motivation to start realizing that their role and actions as community members matter and do have a significant influence on the livability of the district, their functioning within it, as well as their overall well-being.

In turn, this can boost the district’s social sustainability since the just mentioned positive consequences of stakeholder engagement on the community and the community members’ lives, are part of the definition about sustainable communities that has been stated in the theoretical framework of this thesis (see section 2.2.1). The definition entailed that in sustainable communities people’s needs are met, people have opportunities to thrive in a safe environment, and the quality of life is high (ODPM, 2005). Overall, to put it in the words of the project leader of Helsingborgshem: “[It is] very positive when [...] the tenants are engaged and are interested to take part and have ideas.”

5.2.3 Adaptation to the Transition Process as implemented in Drottninghög

In the context of this thesis, Adaptation to the Transition Process focuses on the leadership aspects which are dealing with the activities and behaviors that support the stakeholders in the transition process caused by the DrottningH project. More specifically, during the analysis we described how the project and district leaders were assisting the residents and other key stakeholders to prepare and to perform the needed change as has been further elaborated on in section 2.2.2. The main emphasis of this analysis were the activities concerning the preparation for the upcoming developments, as well as actions that could encourage the stakeholders to actively take part in the transition process. Regarding the main findings for this leadership aspect, the answers can be classified in two bigger categories, namely Prerequisites and Goals and services which will be elaborated in the following paragraphs.

Prerequisites for leaders. During the interviews it became apparent that there are three preconditions which leaders should meet, before they can start helping others to adapt to the transition process. The first crucial condition is flexibility. According to a conversation with the activity coordinator of Idé A, multicultural urban development projects can be characterized as being “organic”. Hereby the manager means that these projects change on a day to day basis, hence, solutions which work on one day might need to be adjusted on the next day. The
manager further elaborates this point by saying that in particular multicultural groups require solutions which are customized to their individual needs, which is illustrated in the following statement: “Somalis don’t think like Balkan people”. A way to achieve this flexibility is for the pre-school principle who interacts with multicultural citizen groups a lot, to use inspiration. In addition, referring to the project leader of Rekrytera, it is vital for the community leaders to be where the people are and to adapt to their individual need since change is dependent on the intrinsic motivation of the individual.

This leads us to the second identified precondition which is inside knowledge. Based on five on-site interviews with different local institutions such as Rekrytera, the library and the pre-school, it became apparent that they consider in-depth knowledge about the area and its people as a necessary basic requirement to provide sufficient support to the local residents because it gives important insights in the motives and the behavior of people. One way to get this in-depth-understanding is personal involvement. A good example for this was provided the principle of the pre-school who described a situation during a school party for the families of the kindergarten kids, where parents were supposed to bring food for an international potluck dinner. The principal said:

[The parents] asked, ‘who made this?’ and I thought it was out of curiosity, but it wasn’t. Because I don’t eat and touch if you have touched the food if you have the wrong religion or the wrong culture. So, we, I was like a little bit naïve in the beginning, and now I can see that they sit in groups.

Thus, it can be assumed that it requires a certain acclimation or learning period to understand how groups operate with each other on a day to day basis, especially in multicultural or vulnerable areas. Another extensively used approach in the district, is the technique of recruiting inhabitants. By utilizing local forces, or as the people in Drottninghög call them Brobyggare, the district actors get the chance to access the networks of the locals. The project leader of Rekrytera described it as:

[They are] very useful for us when we consider what kind of methods do we need to [use to] help these people and also our extended, like to build trust against the people that we want to help that our Brobyggare is really a trust, like a bond of trust between us and the people that we work with.

Thus, a positive impact of using the ambassadors is that the actors in Drottninghög can access the local networks much faster as if they could on their own. The reason for that is the leap of faith which they attain through the involvement of local residents. Besides, we assume that another positive factor of having the ambassadors is that they provide a good foundation for a long-term collaboration between locals and non-locals, such as employees from the municipality. This is extremely useful concerning the fact that long-term urban development projects such as DrottningH are often prone to gradually staff turnover as stated by the municipality’s urban planner.

The last prerequisite for a fruitful collaboration and for good leadership in transition processes is according to the activity coordinator of Idé A the presence of good leaders. Hereby, it is meant that it is crucial to have experienced and highly skilled people in the area in order to achieve change. To the benefit of Drottninghög and its stakeholders, according to the Idé A’s activity coordinator, the district has an above-average portion of leading pedagogues and teachers from the educational sector that were previously involved in research-, regional and/or national development programs which the interviewee believes is a great advantage
for the area since it provides the children with high-quality education. In general, the coordinator believes that it's crucial to have a good and diverse network of specialists who are willing to make a difference to transform an area. This also gets further supported by the project leader of Rekrytera and DrottningH who both believe that employment and education are central to achieve a fundamental change in Drottninghög and regarding integration issues in general. To sum it up, from the prerequisite part it became apparent that leaders who work with adaptation processes should be flexible and inspiring, adaptive to individual needs, have inside knowledge and work together with experts.

**Transition goals and related services.** While talking to different local leaders in Drottninghög and the DrottningH project, several goals regarding their help to the transition process for the residents could be identified. At the same time, during the consultations, a number of different service offers were introduced to achieve these goals. In the following section, these goals and their associated services will be further described and analyzed.

**Physical services.** Based on personal conversations with the project leader of Helsingborgshem and the project manager of DrottningH, one of the major goals of DrottningH is to densify the district and to create variety. To achieve this target two main strategies are being applied. The first approach is that the project is trying to attract new tenants to this vulnerable area by developing its physical aspects. A few examples are the renovation of old housing structures and the construction of new houses. Hereby, both the project leader of Helsingborgshem and the project manager of DrottningH emphasized that, in order to attract more in particular Swedish citizens into the area, it would be essential to have houses or apartments which can be owned and thereby to create mixed tenure. In the past the entire housing structure in Drottninghög was rental apartments, but in the future, this will change. According to the project leader, the long-term goal is to have 60% rental and 40% owned apartments. Furthermore, the different project actors try to lift the area by creating more public facilities such as the previously mentioned new playground for kids, a new swimming pool, as well as through the expansion of the current health center and the improvement of public transport. By constructing a fast bus line, called “HelsingborgsExpressen” it will be possible to reach the city center of Helsingborg in less than ten minutes. Also new bike lanes will be constructed, which in combination with the latter, are supposed to make the district more accessible.

The second approach which Helsingborgshem is pursuing according to the project leaders is that they try to maintain the current inhabitants by providing them with special benefits. One example that has been stated by Helsingborgshem’s project leader is that they grant queue bonuses based on the duration that people live in this area. This will give them “a very good opportunity to find the new construction apartment”. Also, they try to take the financial situation of the primary low-income households into account by making physical improvements such as needed safety upgrades, without getting the official certifications for these improvements. The project leader explained this as follows: “we don’t want the high rent for the inhabitants to balance the development” in order to keep the rent low. Therefore, based on the two just presented approaches, it can be assumed that DrottningH’s main leadership strategy is to help their residents to adopt to the transition process by adjusting to the individual financial as well as practical needs of its current and prospective customers.

**Social services.** Apart from the services targeted at assisting the residents in the adaptation to the upcoming physical changes in Drottninghög, a big variety of social services are being provided. One adoption goal which we revealed during our interviews with the local actors was that many of them agreed that it is very important to make the area, and more specifically
the outdoor area, livable again. As several interviewees described, killings, drug dealing, and other criminal activities were unfortunately very common in this neighborhood in the past two years. However, after a big police operation a few weeks ago which took out an influential gang of narcotic drug dealers, all interviewees were convinced that Drottninghög is getting a big opportunity to use this ‘safe’ time to improve the district together. The project manager of Helsingborg’s municipality said:

[The] work that the police has done […] it's very good and of course it's an opportunity for us to regain the streets and regain the area […] and we are working with that very intense at this moment, both in the project and in other processes around the project.

Also, the project leader of Rekrytera said, “It's creating a window for us to really help people here, to build like a collective force, to build something positive here for all the people that have been living here for 40 years.” The interviewed police officer shared this impression.

One example of one of this provided services dealing with this issue is an outdoor ‘ruffie training’ organized by the local church. During the training people from different cultural and religious backgrounds come together to do physical partner exercises outside. Firstly, the training encourages the participants to interact closely with other people, for example, the priest described it as an experience where, “we are open […] when I stand there, a man, a Muslim man, and we hug each other, working together”. Secondly, it gives participants the chance to explore the public green spaces as a safe environment. Before, several interviewees such as the priest and the project leader of Rekrytera described that these were rather seen as dangerous. But through activities like this training, residents can learn that it is also possible to use these areas for fun activities without running the risk of getting involved in any criminal activities. The project leader of Rekrytera also nicely put it, “when we show that we will be here; than the people will also get outside and participate”. Thus, the role for the leaders in this district is to challenge the current status quo and to use their position as a role model to motivate others who might need an extra push to follow their lead.

Another challenge of Drottninghög, as already introduced in section 4.1.2, is the fact that many people who reside in this neighborhood live in a sort of parallel society or as Rekrytera’s ambassador phrases it an “outside community”. The interviewee described this network as follows:

People can't really get out to work. They [don't] have the language […] they don't have anything in Sweden. But like me, I'm born in Sweden. I've been here all my life long. I've lived in an outside community. I haven't really got a shot to talk to anybody [who] can give me a job or anything.

Additionally, referring to the activity coordinator of Idé A, this situation gets further exacerbated through the fact that all basic services and facilities are covered in the area. If residents have no external reasons such as work, social connections etc., this leaves them with little incentive to exit the neighborhood occasionally. For this reason, in order to achieve long-term change in this community, it is vital to break this reinforcing circle of segregation by creating new perspectives for the people and by connecting them better with other parts of the city.

As one of DrottningH’s project goal is to put children and youth in the focus, we will introduce and analyze two local initiatives that try to solve the problem of the parallel society. One approach stems from the local pre-school which works towards resolving this challenge by taking the pupils to excursions around the city of Helsingborg. The principle explained
their method as follows: “We go to the town and we are taking the kids out so they […] get the feeling they belong to Helsingborg not to Drottninghög”. Thus, by taking the children on such trips, the teachers pursue three targets. Firstly, they want to create a sense of home and belonging within the children that goes beyond the borders of Drottninghög. Thus, by taking them on trips to other parts of Helsingborg, the kids get an opportunity to develop a curiosity for the things that happen outside of the borders of the district. Secondly, we think these activities can also be seen a form of Swedish culture training since, as indicated by the project manager of the municipality of Helsingborg, the Swedish population in this area consist mainly of the elderly. This is also an explanation why only two children in the pre-school had a Swedish background. This makes it very hard for the children of the district to listen and to experience Swedish culture, which is meant to be the traditional culture of their home country as stated by the principal. Lastly, the field-trips also serve as an indirect education tool for the parents because if the kids want to explore more parts of the city in their free time, they also need to take other siblings or relatives with them which could increase their successful integration.

Another helpful initiative is Rekrytera, which mainly focuses on providing teenagers and young adults with a good future perspective into employment and self-financed studies. As indicated before, Rekrytera does that by means of four primary services: by recruiting local ambassadors; by creating meeting places to make them ready for the procedure of applying; by offering CV and application trainings; by getting in direct contact with companies. The motivation behind this is to make the residents and potential applicants understand how the Swedish system works and to what is being expected of them if they want to take part in this society. Moreover, Rekrytera’s mission is to challenge the mindset of potential employers and the Swedish society, to initiate a process of rethinking about the value of immigrants and their potential contribution to the Swedish society. The project leader put it like this:

I would even more like to […] let these people tell their story to encourage […] the rest of [the] society to look differently at Drottninghög, to look differently at our segregated areas and just because you are from a different background, just because you haven’t learned the Swedish language, […] it doesn't mean that you're useless. We're actually dependent on these people. We also have to take a big collective responsible into helping these people to find their way into the society.

Thus, the main leadership function of Rekrytera could be summarized as being an active promoter and activist in the fight for equal labor rights for immigrants and for a better integration system. This is a tremendous opportunity for the local inhabitants of Drottninghög because it can simplify their integration greatly, which is why we think that Rekrytera’s doing is a prime example for adaptive leadership.

5.2.4 Key findings

The key findings of the detailed analysis above (sub-sections 5.2.1, 5.2.2, and 5.2.3) are summarized in the following. First, we found that different communication strategies and channels are applied to communicate the vision behind the development of Drottninghög effectively to all involved stakeholders. For this purpose, the vision is communicated within the district and beyond the district’s borders, through a mix of digital and offline media. In line with the aim of the development project to work towards integration, most of the information used for communicative purposes is provided in Swedish. However, to prevent misunderstandings caused by the Swedish language, pivotal information is provided also in
foreign languages. Besides, there is always the possibility to translate information which reflects the great flexibility in the development project. The collected data also reveal that partnerships positively influence the communication of vision.

Regarding stakeholder engagement, we found that it can be attained through a diverse range of approaches. The detailed analysis of stakeholder engagement highlights that this diversity is needed to address the challenge of involving and motivating residents to become active members of the local community, now and in the long term. Stakeholder engagement in Drottninghög thus aims to empower the residents and other stakeholders. This is also an important part for the adaptation to the transition process. In the analysis it is clarified that the adaptation requires thorough planning to understand how groups interact in multicultural areas. This learning period in Drottninghög is crucial to commence the transition and enable the change because it allows the project leaders to tailor the adaptation process to individual needs.
Discussion

6.1 Answer to research questions

The purpose of this research is to get a deeper insight into the influence of leadership on the implementation of social sustainability in multicultural urban development projects. The main research question focused on “How is leadership perceived to facilitate the implementation of social sustainability in a multicultural urban development project?”. In order to answer this question, three sub-aspects of leadership were investigated: Communication of Vision; Stakeholder Engagement; and Adaptation to the Transition Process. We found that indeed all three aspects were perceived to be of prime importance for the successful implementation of social sustainability in urban development projects.

To implement social sustainability, three main conclusions can be drawn regarding communication of vision. First, we found that urban leaders perceive it as crucial to keep the affected key stakeholders in a continuous information loop, to create commitment and ownership among stakeholders. Second, we discovered that it is essential that leaders continuously adjust their communication strategies, channels and materials to the individual needs of different stakeholders. Since urban development projects are often characterized through high complexity, we deduced that it is very important for a leader to be flexible and creative. Third, while conducting the interviews, we gained the impression that the involved stakeholders perceive collaboration between suborganizations as fundamental for the success of sustainable urban development projects. Accordingly, we reason that an urban leader must be able to create networks of good leaders which includes identifying and inviting key actors. Moreover, we conclude that the way leaders foster collaboration and involvement between affected stakeholders, strongly determines the sustainability and effectiveness of urban development projects.

To implement social sustainability, three main conclusions can be drawn regarding stakeholder engagement. First, in order to create social sustainability in urban contexts, leaders need to ensure that diverse activities, services and facilities are being provided to encourage broad participation. Hereby, we found out that it is beneficial to include different stakeholders as early as possible in the process, to create opportunities which are tailored to the needs of the persons in question. Second, to foster self-sufficiency, a leader should ensure that intermediate platforms are existing to lower the threshold for stakeholders to engage themselves within the community. By doing so, leaders can help their followers to gain confidence in their own skills and abilities. Ultimately, this could motivate them to take over self-responsibility, to create new offers and services for the community, which could lead to more social cohesion. Last, based on the interviewees descriptions, we found that stakeholder engagement is not only characterized by the available activities and services, but also by the way leaders try to integrate new members. This means that also aspects such as atmosphere can have a tremendous impact. Based on these findings, we derive that leaders should always be aware of his/her attitude and own behavior when interacting with others.

To implement social sustainability, three conclusions can be drawn regarding the adaptation to the transition process. First, based on the personal conversations, we found out that leaders perceive it as vital to be where the people are and to adapt to his/her doing do the individual preferences of the affected stakeholders since change is dependent on the intrinsic motivation of individuals. Second, we found that it is important that urban leaders attain inside knowledge about their field of duty. This can be achieved by either being personally involved and through first-hand experience or by establishing contacts with locals, who can provide the leader with the necessary information and networks. Last, we found that
one essential characteristic for an urban leader is that he/she challenges the status quo. Hence, we conclude that the leader should make use of his/her position as a role model to motivate others to question their current mindset, to start a rethinking process which is fundamental for personal change.

Overall, we believe that urban leaders can have a critical influence on whether social sustainability is being implemented or not, but we are also convinced that leadership in urban development projects is not a task of single individuals but rather the responsibility of several collaborating units.

6.2 Further findings of this study

Besides of the main findings that are directly related to the research questions of this thesis, also some other interesting themes were identified from the data. They are trust, governance, and reputation.

6.2.1 Trust

In urban development projects such as DrottningH, trust is of great importance for leaders in all respects, between the various local actors and organizations as well as between the residents and the organizations. For this reason, Helsingborgshem runs an office in Drottninghög, in which not only project- and company-related questions are being answered, but that also assistance and support in other matters of daily life are given. The responsible project leader said:

When we are […] in a process of we need to get your signature to do this, they feel that I can trust these people”. About the librarians, Helsingborgshem’s project leader further stated, “their profession is more about helping people with their private economics […] instead of helping them see what […] books there were.

This shows that also other local institutions follow this approach. The municipality of Helsingborg operates an office in Drottninghög as well, as the project manager pointed out. The manager said, “we are here, we have an office here. And we, we are present every day. And that’s very important, […] that builds trust, they rely on that we do something good for the area, and we continue doing it.” This gets further supported by statements of Helsingborgshem’s project leader, the project leader of Rekrytera and their ambassador who stressed the importance of presence in the community, by means of offices but also by having people with the company’s logo on their clothing working in the area.

As mentioned before, trust is vital for Rekrytera. For them trust is being catalyzed by using existing networks, social ties, and inside knowledge of the community through Brobyggare. The project leader describes their task as “a bond of trust between us and the people that we work with.” Supporting the approach Rekrytera follows, one of the Brobyggare stated:

Everything is about trust […] in this area. The main problem […] was [the way I was] brought up. We don’t really trust, [only] our family and my friends, that’s it. If anything, anyone from outside comes, we’re not really interested to talk with them.

The pre-school principal and both interviewees from the library also emphasized that a personal approach, for instance just saying hello on the street to residents, is also an important strategy to build trust. Hereby, the individuals behind the active organizations also get known
in the area and a sense of belonging is created among the inhabitants. According to the principal and the project leader of Rekrytera, this trust can also help to increase the security within the neighborhood. Inhabitants must also be able to rely in all local institutions to actively report crimes and also to generally feel safe in the district. For further development and planning, the urban planner and recruitment coach at Rekrytera underlined the relevance of authenticity and transparency, for instance through the publication of any reports on the work of active organizations, new decisions and plans for the future. This transparency could also prevent fears of residents regarding the rise of rents. According to Idé A’s development board leader, “there is a lot of fear that the rents will go higher, and actually this is going to happen”.

All in all, it can be summarized that leaders should not underestimate the value and importance of trust in vulnerable districts such as Drottninghög. Especially here, external influences and imposed developments can be perceived as a threat to the community.

6.2.2 Governance

According to a conversation with Helsingborgshem’s project leader, another aspect which is highly important is governance. He stated, “I think [governance is a] very important thing when you want to do really change in city and it really changed in these types of areas”. According to the project leader of Rekrytera as well as the recruitment coach, this topic is of particular significance since many smaller projects and organizations in Drottninghög work as part of a bigger project group which can be characterized through its high complexity. Rekrytera’s project leader also mentioned, “it’s complex and it’s uneasy, [so] it’s uneasy solutions”. Furthermore, Helsingborgshem’s project leader agrees as the leader calls to come up with new solutions. From the recruitment coach’s perspective, a bottom-up approach for the project would be an adequate strategy. Furthermore, the coach accentuated that DrottningH’s strategy needs to adapt continuously, as the project evolves over time. To achieve this, according to the pre-school principal, vital leadership qualities are flexibility and systematic working.

DrottningH enjoys the great advantage of being well supported, as Rekrytera’s project leader emphasizes. According to the municipality’s urban planner, the project leader of Helsingborgshem, and the activity coordinator at Idé A, the inclusion of high decision-making levels of the big stakeholders involved in DrottningH as part of a steering group (in Swedish ‘Styrgrupp’) can lead to substantial changes. As stated by the project manager of the municipality of Helsingborg, this group is chaired by the city director, the highest official in the city, and consists of the head of the planning department, the municipality’s developing director, the communication director, the responsible director for municipal buildings, and the CEO of Helsingborgshem. This top-level steering group enables the implementation of innovative approaches. For example, regulations as the required number of parking spaces per dwelling was lowered from generally 0.8 in Helsingborg to 0.4 to 0.5 in this area, in combination with car and bike pooling strategies.

Nevertheless, the employment project’s leader mentioned the need for more involvement on a bigger scale and suggested the use of positive media about the district’s development to change the public mindset. The project leader also said,

We need to work as a society as a whole. We can’t have different neighborhoods that are very unsimilar to other parts, [….] the gap between our society in some way is a bit terrifying. So, we need to be better in helping people not to become a victim of our structure.
For DrottningH, especially for Helsingborgshem, it is a difficult balancing act to valorize Drottninghög while not displacing the current residents because of rent increases. Helsingborgshem’s project leader said,

You need a gentrification if you want to change the structure and to get a neighborhood that's not just a poor neighborhood with a lot of social problems. But […] we want the neighborhood, that's there for everyone. And then we need also rents that's low rents, then in the middle rents and high [rents].

Strategies to tackle this issue could be subsidies by Boverket, the Swedish agency for housing, and cross-financing through the rent of other dwellings.

In different parts of this urban development process, governance can significantly affect the outcomes and the success of such projects. Therefore, we conclude that the support of both the top-level decision-makers and the society in general is important to simplify the road to success. This is also in line with Haus and Klausen’s (2011) statement, emphasizing that in urban leadership both governmental and societal actors play a vital role for success.

6.2.3 Reputation

Another important factor for development of the district we discovered during the interviews is reputation. According to Helsingborgshem’s project leader, the area has a bad image already since the 1980s. Today, this is fostered through mainly bad news about Drottninghög in the media, as the pre-school principal and Rekrytera’s recruitment coach mentioned. The project manager of the municipality of Helsingborg for DrottningH said:

I've been here for 10 years. […] If I hadn't been here but lived somewhere else in the city, I would probably think as the rest of the Helsingborg, that this is a problem area, because that's the way the newspapers and all other has described it for so many years. It takes some years to brush that off. But actually, we had some tragical happenings here last year, with some shooting and so on. Before that we had almost two years of calmness and all, all things written in the newspapers were very positive. But two years before that every time somebody mentioned Drottninghög, it was in a negative way. Always problems. Nothing positive.

Nevertheless, the project leader underlined that the before-mentioned police intervention and the resulting positive atmosphere in the district could lead to a more optimistic and positive media coverage. Therefore, the project leader of Rekrytera stresses the need of a less stereotyped, more “normal” image. As part of the strategy to rebrand the area, Helsingborgshem’s project leader said:

We have the […] finest playground in […] whole Helsingborg in this […] neighborhood and that's a very interesting thing because now people from other parts of Helsingborg who never take a foot step in in this neighborhood, they come to this part with their children. And that's a big thing, I think, to change the neighborhood's reputation and that you need other people to come there.

Besides the playground, the district also tries to attract visitors through other activities as cultural offers. Another approach is a marketing campaign that actively tries to rebrand the district, as mentioned by Helsingborgshem’s project leader. In this campaign, as the municipality’s project leader pointed out, all housing companies that are active in
Drottninghög are involved. Also important, as underlined by Rekrytera’s project leader, is the communication of success stories. The ambassadors of the employment project are important part of this strategy. Besides, an improved image could also lead to an increased feeling of security in the district, as the recruitment coach mentioned.

All in all, we deduce from the collected data that the present reputation of the district could hinder the successful development of the project. Therefore, overcoming the negative narrative is a crucial leadership challenge in the context of this district. Despite the fact that this is a very difficult task since it demands a change in the public perception, there are several means that could be and are already taken to work on this. As mentioned before, several interviewees and their respective organizations are already actively taking actions to work on this issue. Nonetheless, these actions could be realized even more effectively in the future if all stakeholders would work in concert and try to achieve the common goal.

6.3 Leadership implications

Based on the previous findings and the related analysis of the three leadership aspects, several general implications for leadership in multicultural urban development projects can be made. To discuss these implications in more detail, the change process and the associated responsibilities of a leader are divided in three stages: the planning phase, the implementation phase, and the post-implementation phase. Furthermore, we recommend to incorporate some general considerations.

6.3.1 Planning phase

The key findings regarding the planning phase of an urban development project, were that it is essential for urban leaders to get in dialogue with the stakeholders far in advance before the actual change takes place. For instance, in Drottninghög, almost three years before the first constructions started, the project leaders and their team started to reach out to the residents to inform about the planned changes. Thereby, it became evident that it is very important for an effective leader to apply an open dialogue approach, meaning that stakeholders should be invited to give their personal input and feedback regarding the designing process. By doing so, this ensures that people get the opportunity to develop a sense of ownership and acceptance for the upcoming changes. Also, early dialogue can help to create trust among all stakeholders. Another important factor for the planning phase is the development of a vision for the project. Clear aims and goals facilitate a successful project process and help the leader to be transparent in their decisions and coherent in their approaches. The present and aspired reputation should be incorporated in these aims since a change of the image of a district is often a vital success factor (source). Furthermore, common goals help organizations to act in concert and to collaborate because they pave the way to include further stakeholders in the process (Vangen & Huxham, 2012).

6.3.2 Implementation phase

During the implementation of the project, it is crucial that the vision and goals of the project constantly adapt to all contingencies. Any change to these aims need to be communicated transparently among all stakeholders. Thus, to make sure all stakeholders are reached adequately, and a continuous information loop is created, different communication channels and strategies need to be used. The communication approaches need to be tailored individually to both the target group and the type of activity. The mindset among the stakeholders should be in line with the project’s vision. Governance needs to be considered, as high decision-making bodies, legislation, and regulations can significantly contribute to the
success of the urban development if they are incorporated proficiently. Good collaboration with high-profile parties can support the project in terms of reinforcing regulations and top-level decisions. To lay a foundation for self-sustaining stakeholder engagement, a transition from passive (i.e., attending and participating various activities) to active (i.e., independently planning and organizing activities from the community for the community) engagement needs to be assured. The transition process from passive to active engagement can be facilitated in many ways and has many layers. Therefore, activities can include less tangible actions such as greeting each other on the street and can go as far as establishing a basis for stakeholders to create and realize own projects. What is important, is that offers for both, passive and active stakeholders, need to be provided simultaneously. Hereby, individual needs must be taken into account, and each stakeholder should be supported to join the activities suiting their personal preferences. These activities can help to change the reputation beyond and within the district’s borders since they can present the district from another angle. Furthermore, community activities can strengthen the bond between the different stakeholders and thereby create a long-term relationship of trust among them.

6.3.3 Post-implementation phase

The ultimate goal of these projects is the creation of self-sufficiency in the districts and to foster a feeling of ownership among the stakeholders. Urban development projects are not necessarily a sure-fire success. Hence, to achieve a long-term and sustainable transformation, it is vital to change the mindsets of people, including a change of the reputation. Therefore, the post-implementation phase needs to be considered throughout the entire project and all actions need to deal with the question how offered activities will sustain after the project is finished. The bond of trust that was built during the project phase can positively influence the post-implementation phase. From a governance perspective, it needs to be ensured that the efforts taken during the project do not fail flat after its end, thus reinforcing regulations and top-level collaboration must be established.

6.3.4 General considerations

To lead to a sustainable result and create long-lasting achievements, several general principles need to be considered by urban leaders. For the communication, reciprocal dialogues and transparency are crucial in all respects. To get and give support, all partners and stakeholders need to be invited to be part of this development process. Furthermore, the leaders need to be flexible and willing to adjust their strategies, inter alia by following a try-and-error approach. They need to create an atmosphere of trust and show their commitment to the project, by reflecting the desired mindset in all actions. The incorporation of these considerations during all phases of a project can be a support for leaders in urban development projects to successfully incorporate social sustainability. Also, successful projects need to strongly focus on their respective context, adjusting the strategy to their distinct requirements.

6.4 Contributions

6.4.1 Theoretical contributions

This thesis contributes to the literature on sustainable urban development by developing a framework to assess and understand social sustainability in urban development projects, a topic that is underrepresented in the research so far. During the study, the framework proved itself in practice to cover social sustainability in the examined urban development project thoroughly. Hence, the established framework might become a suitable model for future
studies in the context of social sustainability, urban development, and sustainable communities.

Furthermore, a new leadership approach was elaborated. This approach emphasizes on the specific needs of leaders working in urban development projects, especially in vulnerable multicultural districts. Therefore, three aspects of different existing leadership approaches were combined to conveniently serve the requirements of such leaders. This model adds to the contemporary research on urban leadership and can help future research on this topic to develop a thorough leadership model, also by combining the discovered aspects of trust, governance, and reputation.

6.4.2 Practical contributions

The findings of this study can help practicing leaders in urban development projects of multicultural districts to address social sustainability. Furthermore, the results of our analysis can support practicing leaders in adapting their strategies to occurring challenges during the project and to overcome existing hurdles. The insights emerged in this study, cover aspects of communication, stakeholder engagement, and transition processes, but also emphasize trust, governance, and reputation as important issues that need to meet the attention of a leader.
7 Conclusion

To answer the research questions, leadership is perceived to facilitate the implementation of social sustainability in multicultural urban development projects by communicating the vision through diverse communication strategies and continuous information loops, to meet the specific needs of all stakeholders. Stakeholders need to be stimulated to become passively engaged, by making use of offered services and activities. Fostering a personal atmosphere is helpful to lower the threshold for residents to become actively engaged and eventually self-sufficient through empowerment. Furthermore, stakeholders need to be included as early as possible in the development process. To support stakeholders in the adaptation to the transition process, leaders should be flexible and attentive to the personal preferences of affected stakeholders by attaining inside knowledge and personal involvement.

7.1 Limitations

Due to the limited timeframe of ten weeks, the number of interview partners had to be restricted. Therefore, the choice of the interview partners and their respective opinions and knowledge had substantial impacts on the results. A more extensive research would have allowed to compare the collected data in one interview with several others conducted with interviewees of similar position and experience. Nevertheless, the interview partners were chosen to cover a variety of stakeholders, from high project managers to residents in the district. Furthermore, the interviews were conducted in English, which is why some information might have been communicated differently than in both the interviewers and interviewees mother tongue.

Reasoned in the limited scope of this work, this thesis is examining Drottninghög only and does not compare the approach with strategies in other districts. The findings may therefore not be generalizable and are dependent on this specific context. Furthermore, the assessed project is still ongoing and therefore many of the plans and statements made by the interviewees only relate on notions or future plans, which have not been put into practice yet. Hence, the actual course and success of the strategies is not guaranteed since the mentioned plans and ideas still need to prove themselves in practice. For this reason, the findings of this research should be considered with caution.

7.2 Future research

The investigated and identified variables as well as the fact that this research is based on a case study, give reason for future research to validate the current findings. First, concerning the triple bottom line, our findings do not give a holistic view on sustainability, therefore we recommend that future research should also focus on the environmental and economic aspects of sustainability or to investigate all three pillars jointly. In this specific research context. This will clarify the meaning of sustainability for urban development projects. Second, we advise future research to replicate our research in similar vulnerable districts in Swedish cities. This will allow comparison of the Drottninghög case with similar districts. Third, it would be interesting to apply a longitudinal study design to the current case, to investigate how the ongoing development has progressed a few years from now, for example after the project has officially ended. This recommendation stems from the fact that the findings of this study are mainly based on notions. Last, we advise future research to do in-depth research about the role of trust, governance and reputation for effective urban development, especially because these aspects have not been a part of our theoretical framework. Elaborating how these aspects
influence leadership seems interesting for the planning and success of future urban development projects aiming for social sustainability.
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Steiner, L., & Ahmadi, Z. (2013). Renewal of The Swedish Million Dwelling program, the Public Housing Company and the Local Community, Hindrances and Mutual Aid.


Appendices

Appendix A – Sustainability factors per aspect

Table 4

<table>
<thead>
<tr>
<th>Sustainability factor</th>
<th>Accessibility</th>
<th>Availability of Job Opportunities</th>
<th>Townscape Design</th>
<th>Preservation of Local Characteristics</th>
<th>Psychological Well-Being</th>
<th>Social Cohesion</th>
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</thead>
<tbody>
<tr>
<td>Connectivity and movement (e.g., pedestrian friendly, public transport, bike lanes)</td>
<td>x</td>
<td></td>
<td>x</td>
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<tr>
<td>Public facilities (e.g., schools, medical centers, sports facilities, community centers, leisure activities, supermarket, post office, bank, pharmacy)</td>
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<td>x</td>
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<tr>
<td>Accommodation (housing to cater needs of different socio-economic groups)</td>
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<tr>
<td>Open spaces, green areas as buffer zones in crowded areas (social gathering and public interaction)</td>
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<td>Facilities for vulnerable groups (e.g., disabled, elderly, and children)</td>
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<tr>
<td>Pedestrian-oriented streetscapes could encourage outdoor interaction among citizens</td>
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<td>Sustainability factor</td>
<td>Accessibility</td>
<td>Availability of Job Opportunities</td>
<td>Townscape Design</td>
<td>Preservation of Local Characteristics</td>
<td>Psychological Well-Being</td>
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<tr>
<td>Visual images of street furniture and pavement, and interconnectivity of street layouts</td>
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<tr>
<td>Nice visual appearance and properly designed building configurations (density, height, mass and layout)</td>
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<td>Local environmental quality and amenity</td>
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<td>Attractive public realm</td>
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<td>Cultural heritage (e.g. local heritage and listed buildings)</td>
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<td>Security and peoples’ feeling of security</td>
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<tr>
<td>Information about what is going on</td>
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<tr>
<td>Local democracy, (public) participation and empowerment (community consultation)</td>
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<tr>
<td>Finalized design meets needs and desires</td>
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<tr>
<td>Housing and community stability, residential stability</td>
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<td>Social order</td>
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<td>Community</td>
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<tr>
<td>Sense of place and belonging</td>
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<tr>
<td>Sustainability factor</td>
<td>Accessibility</td>
<td>Availability of Job Opportunities</td>
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<td>Preservation of Local Characteristics</td>
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<td>Equal opportunities and equity</td>
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<td>Fair distribution of income, employment</td>
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<tr>
<td>Social cohesion and inclusion (between and among different groups)</td>
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<tr>
<td>Social justice (inter-generational and intra-generational)</td>
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<tr>
<td>Social inclusion (and eradication of social exclusion)</td>
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<td>Education and training</td>
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<td>Equal opportunities and equity</td>
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<td>mixed tenure</td>
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<tr>
<td>Health, quality of life, and well-being</td>
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<tr>
<td>Employment</td>
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<td>Active community organizations</td>
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<td>Place for work-related social contact and interaction</td>
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<tr>
<td>Cultural traditions</td>
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*Note. The sustainability factors are adapted from the literature reviews by Chan and Lee (2007), Dempsey et al. (2011), and Weingaertner and Moberg (2014).*
Appendix B – Interview scheme 1

Interview guide for participants 1 and 3 through 12

General questions:

1. How would you describe your role and position in the DrottningH project and/or the district?
   o What are your responsibilities in the project?

2. What is your particular field of expertise?

3. When did you get involved in the project, and why?
   o What is your goal and motivation to work for this project?
   o Why do you like to be engaged?

Social Sustainability questions:

In the following, we want to ask you some questions to find out how you incorporate social sustainability in the DrottningH project and/or the district.

Accessibility

Explanatory remark:

The first aspect we are interested in, is accessibility. We divide accessibility in four smaller categories:

- Public facilities: schools, medical centers, sport facilities, community centers, leisure activities, supermarkets, a post office, a bank, and a pharmacy
- Open spaces and green areas for social gathering and public interaction
- Accommodation for different socio-economic groups such as families, elderly, young couples, and singles
- Transportation: Public transport, roads, bike lanes, sidewalks

4. Based on our definition of accessibility, how are these aspects considered in the project and/or the district?

5. How is this vision communicated among the different stakeholders?

6. How is ensured that the stakeholders agree with the project goals and decisions?

7. How are stakeholders empowered to actively take part in the process?
Availability of job opportunities/employment

8. What is being done about the low-employment rate and the mainly low-income households in Drottninghög? What is the DrottningH project planning and/or what is planned in the district to counteract these issues?

9. How is this vision communicated among the different stakeholders?

10. How is ensured that the stakeholders agree with the project goals and decisions?

11. How are stakeholders empowered to actively take part in the process?

Townscape design

12. What role plays townscape design of Drottninghög in the vision of DrottningH and/or the district?

13. How is this vision communicated among the different stakeholders?

14. How is ensured that the stakeholders agree with the project goals and decisions?

15. How are stakeholders empowered to actively take part in the process?

Preservation of local characteristics

16. How do you intend to preserve local characteristics of Drottninghög?

17. How is this vision communicated among the different stakeholders?

18. How do you make sure that current as well as future residents identify themselves with the district?

19. How are stakeholders empowered to actively take part in the process?

Psychological well-being

Explanatory remark:

The fifth aspect we are interested in, is Psychological Well-Being. We divide it in three smaller categories:

- Security and people’s feeling of security
- Public participation and empowerment
- Community and residential stability

20. Based on our definition of psychological well-being, how are these aspects in the project and/or the district?
21. How is this vision communicated among the different stakeholders?

22. How is ensured that the stakeholders agree with the project goals and decisions?

23. How are stakeholders empowered to actively take part in the process?

Social cohesion/Community building

24. What is the vision of DrottningH regarding the different resident groups, meaning current and future residents? How are you planning to foster community building and inclusion among the people?

25. How is this vision communicated among the different stakeholders?

26. How is ensured that the stakeholders agree with the project goals and decisions?

27. How are stakeholders empowered to actively take part in the process?

Conclusion

28. In general, how would you describe the work in this project?
   o Could you name us some strengths?
   o Could you name us some weakness or points for improvement?
     o What could the current management improve according to you?

29. Is there anything important left regarding these topics you want to tell us about?

30. Who else should we interview? Do you have any additional contacts for us?
Appendix C – Interview scheme 2

Interview guide for participant 2

General questions:

1. How would you describe your role and position in the DrottningH project?
   o What are your responsibilities in Drottninghög?

2. What is your particular field of expertise?

3. Why did you get involved in the project?

4. Who is in charge of the project?

Governance

5. Who is sitting in the “Styrgrupp”?
   • Who has the say?
   • Different partners?
   • Also informal or only formal contact?

6. How do politics influence the process?
   • How is their involvement?

Collaboration

7. Who are you collaborating with?
   • How is your contact to the police? Do you know what they are planning beforehand? Are you planning police-related strategies together?
   • How is the collaboration in the district?
     ▪ Which partners do you have in the district?
     ▪ How are responsibilities split up within the collaboration? Physical, social?
   • Meetings?

Trust

8. How do you think about trust, in relation to Drottninghög and DrottningH?

9. How do you ensure there is trust between the parties involved?
   • Project team, collaborations?

10. How do you ensure there is trust in the district, between the residents and you?

11. Who is supporting you in that issue?

Culture

12. How do you work with multiculturalism within the district?
   • Where do you see chances and risks regarding this?
Reputation/Branding

13. What do you think is the current image of Drottninghög?
   • How would you like to see this image developing?
   • How are others, residents and collaboration partners, involved in this?

Innovation

14. What is innovative about the approach with DrottningH in comparison to other urban development projects?
   • Why could this project lead to greater success?
   • What needs to happen for you for the project to be successful?

Conclusion

15. What is good about the project, where do you see room for improvement?
16. Is there anything important left regarding these topics you want to tell us about?
Appendix D – Interview scheme 3

Interview guide for participant 14

1. How would you describe the current Swedish housing market? (too little new apartments are being build, high housing costs/buying costs, high demand for affordable housing
   a. What are the main problems at the moment?
   b. In general?
   c. In particular, in the public housing sector?

2. What do you think of the queuing system? Is it a fair system?

3. How did the Miljonprogrammet affect the structure of public housing today?

4. Are problematic districts (as Lindängen, Rosengård, Drottninghög, …) typical for these dwellings?
   Explanatory remark: With problematic we mean high criminality rates and highly segregated districts. Which we associate with factors such as: low-income households, high concentration of foreign citizens, low educational level etc.

5. Are there successful examples for urban development projects of Miljonprogrammet dwellings to be transformed to attractive and up-to-date buildings?

6. How can public housing in Sweden finance itself? (no subsidies from the state)
   a. Before 2011 and after
   b. Consequences of the reform

7. How is rent being negotiated? (after 2011)

8. How do you think could the housing system in Sweden affect urban development/renewal projects in public housing?

9. Do you see the housing system as problematic for those projects?

10. In your article: “New public housing” you speak about 'social by default'? Can you explain that a bit further?

11. Do you think that Sweden should change to a selective/social housing system? As the Netherlands did it?

12. Does the system in Sweden accelerate segregation? (Mixture of social housing and “normal” housing in one project as in other countries seems impossible)
   a. If yes, how?
   b. Any solution ideas?