INTRODUCTION

The RiverCity project started out in 2010 as a political initiative and became a 2 year project with the remit of formulating visions and strategies for the development of industrial areas close to the city centre and the river. The RiverCity project has been carried out by the municipality’s project organization, Centrala Älvstaden, building on an open dialogue with citizens, stakeholders and experts.

This document is a summary of input and recommendations from the 10 international teams given on the second RiverCity workshop in September 2012 in relation to the vision and strategy document for RiverCity Gothenburg and the forthcoming competition and planning process.

Gothenburg City and Centrala Älvstaden have worked intensively to formulate a vision and strategy for the RiverCity areas through a two year project period.

The first 6 months were spent in a starting up period where the organization was developed. After that the organization worked with the vision and strategy process for one year and now the project is in its last half year phase of summing up and anchoring.

The process has included two international workshops, a workshop sharing Nordic experience, collaboration with universities and meetings with politicians and experts within departments such as urban development and sustainability. At the same time the project group has facilitated an extensive citizen involvement including exhibitions at the local libraries, workshops, public meetings and meetings with stakeholders.

Background for the workshop
In June 2011 Gothenburg invited ten international teams of planners, architects and experts within climate and social issues, event planning, economy etc. to participate in the first international RiverCity workshop. The aim of the workshop was to get input for a vision and strategy on how to develop the central former industrial areas by the river.

On the basis of the input from the RiverCity workshop and a comprehensive dialogue with different user groups and stakeholders, Gothenburg has developed a vision and strategy document that has been approved by The City Executive Committee.

Gothenburg Municipality arranged a second RiverCity workshop in September 2012 inviting the ten international teams from the first workshop to give their feedback on the vision and strategy document and to plan the next step; a concept plan for the first RiverCity areas.

NOTE: The City Council adopted the vision one month after the RiverCity workshop #2

"The RiverCity project area covers 5 km² in the central parts of Gothenburg. One of the goals for the RiverCity development is to welcome 40-50,000 new inhabitants."

Quote, Bo Aronsson - the RiverCity workshop #2
List of participants

Team East
Dann Jessen, East
Susannah Hagan, R_E_D

Team EGA
Erik Giudice, EGA
Kia Bengtsson Ekström, MA architects

Team Espinàs
Olga Tarrasó Climent, Espinàs i Tarrasó SCP
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Team Grau
Lars Lerup, RICE School of Architecture
Susanne Eliasson, GRAU

Team Güller Güller
Mathis Güller, Güller Güller architecture urbanism
Kristian Koreman, ZUS

Team Happold
Lawrie Robertson, Buro Happold Ldt
Hans Björkman, WSP Sweden AB

Team Schønherr
Torben Schanherr, Schabherr
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Team SLA / HLA
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Team Sweco
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Ålvstaden/RiverCity Gothenburg
Bo Aronsson, Project manager
Hanna Åreslått
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Anna Jarkevicz
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Lisa Häggdahl
Adelina Lundell

Gothenburg City Planning Authority
Agneta Hammer, Director (Monday evening)

Mistra Urban Futures, Gothenburg
Lars Reuterswärd, Professor, Director
Sara Brorström

Moderator, Gehl Architects
Helle Saholt, Moderator
Solveig Reigstad

Politicians, Gothenburg
Marina Johansson, deputy mayor of Gothenburg
Carin Malmberg
The workshop program built on the same values and culture of openness that were established at the first RiverCity workshop. The programme included discussions about both past and future RiverCity working process.

The workshop program, 2012-09-11
The venue for the Tuesday workshop program was ‘Bryggan under Bron’ a restaurant at the wharf under the Göta Älv bridge, which will be demolished when a new bridge is built. The setting made the ensuing discussions feel real and visible. Before lunch the workshop program was focusing on evaluating the workshop process; and presenting the adopted vision and strategies for Gothenburg Rivercity.

The afternoon program focused on getting input and comments looking forward to future process and approach, what to include in the brief for a concept plan for Frihamnen and Ringön.

Program - Tuesday, September 11
8:30 Meet at Älvrummet - walk to the venue
9:00 Welcome, introduction
9:15 The adopted vision and strategies
   Feedback from the workshop and process
   Reflections from the advisory board
10:00 Coffee break
10:30 Questions and discussion:
   How have the ideas from the workshop been implemented
12:00 Lunch
13:00 What happens now? Who will be involved?
13:30 Questions and discussion
   How can our joined knowledge be useful in the next step?
14:30 Coffee break
15:00 Final reflections from the teams (10x3 min.)
   The steering committee join the programme
15:45 Summary
16:00 Refreshments, mingling
The workshop format and focus – by Helle Søholt, Gehl Architects

Helle Søholt was the facilitator of the debate during the workshop. She started the day by introducing the format for the workshop dialogue. The workshop participants were asked to consider themselves as consultants for a day – not as competitors – and to continue the open dialogue and sharing of ideas that happened at the first RiverCity workshop one year ago.

In respect of the great work the ten teams did at the RiverCity workshop last year, Gothenburg now want to share the outcomes from that process and discuss how to move forward. Gothenburg is committed to an open and inclusive process.

The Gothenburg project group have been very busy – it has been a challenging process over/all. The project group, Centrala Älvstaden, is a small organization and have completed the large task of arranging workshops and participation processes. They have simultaneously been processing the incoming data and ensuring the anchoring of that knowledge for a future groups, ensuring the political anchoring of the ideas.

Gothenburg have defined their vision and strategies. Gehl Architects have been the consultants for the project group serving as advisors and as sparring partner through the process of assembling the vision and strategy document.

Change in Gothenburg has to happen from within – it is not yours or our project but a process the city is going through. We need to inspire in order to assist in taking the next steps forward.

In March 2012 for the first time in 2-3 years the politicians listened and understood the sense of urgency. What we learned from the workshops with citizens and stakeholders and what the ten teams had highlighted echoed one another– this consensus added pressure. The politicians adopted the vision in September 2012 and need courage to take a next step.

At this workshop Gothenburg request input from the ten teams to the brief for the next phase to make sure it both matches the competencies of the teams and what the city requires. The workshop will help Gothenburg to collect and discuss the next step to be taken.

Helle Søholt ended her introduction to the workshop by telling the participating teams: ‘You can be very proud – the city has listened very carefully to you’.

‘We now end the visioning stage– to continue the process with new steps. We would like to continue to build on our shared knowledge’

Quote: Helle Søholt, Gehl Architects, the RiverCity workshop #2
The vision and strategy for RiverCity Gothenburg – by Bo Aronsson, Centrala Älvstaden

The vision and strategy document for RiverCity Gothenburg is ready. The document was approved by the city executive committee on the 5th of September 2012 and will be on the agenda for the city council meeting in October.

The vision for RiverCity Gothenburg is to create a sustainable development based on national and international experiences, being transparent in dialogue and employing cross-sectoral collaboration.

The vision:
Rivercity Gothenburg – open to the world

The world has always been, and still is very present in Gothenburg; today 22-23% of all people living in Gothenburg were born in another country.

The vision has a strong focus on sustainability – social, environmental and economic which is represented by the three focus areas for the future development of the city - RiverCity Gothenburg shall be INCLUSIVE, GREEN, and DYNAMIC.

From the dialogue with citizens, stakeholders, experts and the international teams 26 action points have been defined and summed up in three main strategies:

1. Unify the city (connect people – one city)
2. Meet the water (opens onto the river - climate adaption)
3. Reinforce the core (strengthen the region)

The strategies were defined using the input from participation and dialogue process.

Main recommendations from the ten international teams at the first RiverCity workshop in 2011:
- make a city for everyone
- make use of what exists (Ringön)
- a change in the traffic landscape
- a cohesive city
- diversity/mixed use
- use the water and the green
- climate adaption as a resource
- green companies/innovations
- think big, start small, scale smart

The Advisory Board for the first RiverCity workshop in 2011 recommended Gothenburg city to:
- take new political leadership
- organize to manage a holistic approach
- communicate - the need for competence and capacity building
- ... and be brave

A vision without action is a daydream, action without a vision is a nightmare

Japanese saying (plan 3-2 2012)
Input from the whole process is documented in a number of formats:
(S)=available in Swedish, (E)= available in English

Reports:
- RiverCity Gothenburg Vision (S+E)
- Programme RiverCity Gothenburg from the internat. workshop (S+E)
- RiverCity Gothenburg, outcome from the internat. workshop (S+E)
- Dialogue about Future RiverCity (S)
- Advisory Board Report (E)
- The teams reports (E)
- Harvard, student project (E)
- Discussion brief about density (S)
- From vision to built environment (S)
- Analysis of city life (S)
- Social mixed areas (S)
- Commercial affairs in the RiverCity (S)
- The sound of the city (S)
- A green plan for the RiverCity (S)
- Outcome citizen dialogue - a fossil free city, an inclusive city, differentiated business and Nordic exchange of experience (S)
- Contaminated land (S)

Exhibitions:
- The outcome from the international workshop
- Young RiverCity
- Harvard, student project (summer 2012)

Film:
- Young RiverCity (S)
- From agriculture to knowledge cluster (S, E subtitles)
- Introduction to the international workshop RiverCity Gothenburg (S, E subtitles)
- Summing up promenades of the future (S)
- Presenting the results from the International Rivercity workshop June 11 2011 (E)

Online:
www.centralaavstaden.goteborg.se

Now we implement the vision:
Next step in the development of RiverCity starts now following these mayor principles:
- Plan for on 2021
- Be a test arena
- Use temporary measures/activities
- Communicate and engage/active openness
- Implement the Gothenburg model

The centenary in 2021 has often been mentioned as an obvious source of momentum for the development of the RiverCity. The first initiatives will be centred around Frihamnen and Ringön. The citizens want something to happen in Frihamnen and the City Executive Committee agrees. The politicians focus on the central connection over the bridge and the idea to make a park at Frihamnen came from the international teams.

The Gothenburg model for urban development
suggests that each project within Älvstaden should from now on be based on the values of the vision and accompanying three main strategies. The city defined a new and more holistic way to collaborate on and lead urban development - a new model for urban development altogether (see the above diagram: the Gothenburg model). At the stage of developing briefs for future projects the city will evaluate how they contribute to this vision and how strategies should be applied using all the elements of the Gothenburg model for urban development.
The morning workshop evaluated the process so far and started with team members posing immediate questions on how the City will take-on the visions and strategies in their planning. Subsequently the dialogue shifted focus to an increasingly open conversation on who has ownership of the vision; how will software be a part of the future decision process? The dialogue from the mornings discussion was summed up in concrete advice from the participants.

General comments on the process

- Sharing is caring. The process has been very exciting to be a part of – it has been a good experience to get out of the ‘competition-mode’ and work together instead.
- We are impressed with what the city and the project team have managed to get done in a short period of time.
- We are worried about whether the city has an organization that is able to implement the vision and deliver an integrated approach to planning and implementation.

Advice from the ten teams:

The vision and strategy document

- **Balance the city and the river**
  The project name is RiverCity - you focus too much on the city and too little on the river.
- **Sharpen the translation of the strategies**
  Especially the translation of ‘Hela Staden’. ‘Unify’ does not reflect the cultural diversity that the Swedish headline captures. Instead test: ‘Integrate the city’ or ‘Heal the city’
- **Make the vision document simple to communicate**
  - but be aware not to make it too general (so it fits all cities). The vision document needs also to be complex and site specific.
- **Use the vision document as a tool for talking to developers**

The organization

- **Define who is to take the leadership of the future process**
- **Ensure a continuity of people**
  Many people are already party to the vision.
- **Evaluate internal processes by looking into existing finished projects**
  If existing projects are to meet the vision and strategies of RiverCity today, what processes should then have to change?
- **Find the counterpoints to the consensus**
  - what do people disagree on? Use this knowledge actively in project development.

The planning process

- **Continue to plan for diversity and flexibility**
  The unevenness of the RiverCity process and the shared intelligence has given the process a richness and diversity that future processes should reflect and build on instead of making fixed plans
- **Make a captain steering plan**
  There are many different scales in the vision and planning. Maps cannot be drawn. Provide a framework, not a masterplan
- **Focus resources to steering the future process**
  ie. an appendix that captures a range of important ideas – how does the bridge land? which areas to work with? – this captures the most important aspects politically.
- **Give attention to different scales, plan the city at a variety of levels simultaneously.**
• **Make goals to all scales**  
  There are three scales – the regional scale, the city scale and the neighbourhood scale

• **Integrate new projects in the neighbourhood**  
  Look carefully into how the RiverCity projects are connected to surrounding areas and incorporate existing names of neighbourhoods, so RiverCity does not become an isolated project in the city.

• **Apply the vision and strategies to ongoing projects**  
  Apply the planning principles to as many of the ongoing development projects in the city today as possible (about 40 in total), to create coherence between the ongoing and future planning of the entire city.

• **Coordinate with the regional processes**  
  Relate RiverCity to a wider context

• **Calculate the correct scale of the projects**  
  The vision encompasses a lot of data but is the scale of these sets too large or small; for example the expected 40-50,000 new residents in the city: do the visions and strategies match the level of development needed – can the structure and plan adapt to it increases or decreases?

• **Be aware not to get lost in data**  
  Gothenburg has suffered from facts and numbers for many years; keep the analysis, dialogue and creativity alive instead.

• **Connect rather than unify**  
  Build on the qualities of having a diverse city - do not make it uniform.

The projects

• **A bridge that brings the city into a new era**  
  Create a bridge that changes our way of moving through the city, the role of the car and the definition of what is a street, looking at how to transform the traffic mechanisms into a more pedestrian/humanized structure.

• **Make illustrative projects according to the strategies**  
  - and dare to implement. Show rapidly what the Rivercity is.

• **Connect the ‘islands’ of the city**  
  make an illustrative project in the sweet-spot between Frihamnen and the city centre and start to connect the ‘islands’ created by the river and infrastructural barriers (EAST project)

**The future projects are defined by the green arrows and are not at the islands!**

Comment from the teams at the RiverCity workshop #2
THE NEXT STEP

When the vision and strategy document is formally approved politically the next step will be to implement the vision and strategies. Gothenburg wishes to continue with an open participatory process and invites the international teams to give proposals to how the vision and strategies can be transformed into concepts for the first stage of RiverCity Gothenburg.

Introduction to the next step; a new process and a competition – by Bo Aronsson, Centrala Älvstaden

The next step for Gothenburg in turning the vision and strategies into plans and projects will also introduce a new way of working for Gothenburg. Gothenburg wants to make a brief study of the area Frihamnen/Ringön to define the first development stage, RiverCity 2021 - by using and deepening the shared knowledge and suggestions from the RiverCity workshop.

The city is currently finalizing the brief. Gothenburg will continue its cooperation with the international teams as a direct commission with a max sum of 284,000 SEK per team.

The ten international team leads will be invited to prequalify to be one of the 4-5 consultant teams to develop a concept plan for RiverCity, which will enable Gothenburg to make a development framework.

The prequalification application should describe the team and which of the 4 themes they want to address. This gives the team leaders a possibility to join-up with new consultants or experts related to the challenges of this next phase.

In the following design process, fall 2013, all ten teams are again welcome to send in proposals for the individual projects such as the future park, bridge etc.

The expected time schedule for the coming process is as follows:

- **Sep 10-11th:** RiverCity Follow-Up
- **Oct ’12:** Invitation, next step
- **Nov ’12:** Selection and decision, on participating teams
- **Dec ’12:** Program sent out
- **Jan-Feb ’13:** Teams work
- **Mar-June ’13:** Syntheses/ Framework by the City of Gothenburg, define the first development stage, RiverCity 2021
- **Autumn ’13:** Open competitions

From a total list of possible themes

Gothenburg suggest to categorize the themes to be studied in next step as follows:

1. **Content, density and scale**
2. **Node and paths/corridors/axis’**
3. **Urban spaces and Jubilee park**
4. **Water as a quality/adaption to climate change**

All four themes have to be sustainable, inclusive, green and dynamic.

Each selected team will be focusing on one theme.
Mistra Urban Futures
— centre for sustainable urban development

Mistra Urban Futures supports projects with a sustainable urban development perspective. The Scandinavian platform of Mistra Urban Futures is situated in Gothenburg. The Local Interaction Platform in Gothenburg create projects building on new knowledge in collaboration between research and practice, thus providing decision support for policy makers, learning opportunities and innovation on local and regional levels. International partnerships give a forum for discussing themes like mobility, density etc.

Mistra supports projects across industry, city and academia and where all stakeholders give resources to the project.

Source: Mistra Urban futures web page and a presentation at the RiverCity workshop by Professor Lars Reuterswärd, director of Mistra Urban Futures and vice president at Chalmers University of Technology

The new bridge over Göta älv:

In October five teams for the new bridge project will qualify. The new bridge project lands in an area on the south bank with a complex ongoing development of trams, trains and is where large infrastructural projects meet. Presently these infrastructural projects mainly are handled regionally and nationally. This ongoing process cannot be changed but will hopefully be influenced by the RiverCity vision and strategies.

Source: summary from the presentation by Bo Aronsson, Project manager RiverCity Gothenburg
COMMENTS FROM THE TEAMS

The ten teams gave a very positive response to the suggested format for the upcoming RiverCity Gothenburg process. However they suggested to continue their consultation in the same workshop format as the first RiverCity workshop. Everybody supports the RiverCity vision and strategy but are concerned that RiverCity will be disconnected from the rest of the city. A next step is to look further into the relationship and connections to the new bridge project.

Comments on the next step from the ten teams:

General comments for the planning process

- **Coordinate with the bridge project**
  Even though the new bridge project will happen in parallel to the RiverCity project coordination is important. The areas where the bridge lands are crucial in the connection of RiverCity project to the city, and should be included in this brief.

- **Create a new organization**
  Be aware not to end up with a traditional master plan. Ensure to facilitate the enabling of citizens, stakeholders etc. Create a new organization with other perspectives outside the traditional planning organization and give it a new mandate.

- **Focus on the organisation immediately**
  Define who owns the new areas to develop - map and engage who needs to deliver what in the organization, who is to build?

- **Define urban quality guidelines**
  The result of the process could be a legal steering document that sets the guidelines for the urban quality.

- **Move Stena Line from the inner harbour**
  Research whether it is possible to move the Stena Line from the inner harbour area within the next 20 years. Start the negotiations now and see if it could influence strategies and plans.

- **Connect the existing city fabric with temporary projects**
  Connect the islands created by infrastructure and the river using small projects as kickstarters – starting today; just like the 2021 project introduces small projects and different annual events for the jubilee.

- **Work with city development in parallel to the design process**
  Lobby land owners to encourage design that is paired with considerations to the quality of the city environment and life. Be aware not to end up only doing structure and design but also include social and cultural issues.

- **Make a flexible plan; plan for uncertainty.**
  Leave areas untouched and leave the plan open. Make ‘here and now’ projects combined with ‘step back and wait’ areas.

- **Make a phase plan**
  Define where to start and prioritize the investments.

- **Plan actions outside the RiverCity project area**
  Remember the relations to other project and work as an organization across projects and urban areas to ensure that Rivercity will not be an isolated project that is disconnected mentally and physically from the existing city - start that process now.
The brief for the next phase:

- **Introduce a 5th theme**
  This could be either the inclusive city, culture, identity, quality of life or on the planning and design of the process.

- **Five themes makes it possible to include all teams**
  By having 5 themes all ten teams will be able to continue their consulting if paired 2 by 2; but at the same time it can make it more difficult to research and investigate/add depth if the teams become too large.

- **Keep the open process alive**
  Repeat the RiverCity process - invite the international teams to meet and debate with the city employees and politicians at workshops. The teams know each other and how to cooperate. You risk loosing knowledge if you go back to a traditional competition process.

- **Ensure an open dialogue process coordinating themes and teams**
  The selected 4-5 teams should coordinate the themes and focus, and meet during this process to work towards a common framework. This could be facilitated through a workshop.

- **To plan for quality you have to smell it!**
  Make a new RiverCity workshop
  Start a process where the teams prepare at home, meet for a workshop for about 2 days to share and develop their ideas and coordinate the strategies and goals between the themes, and then the teams can finish up their material for their theme back home.

- **Investigate the possibility of inviting the different teams to work on different scenarios within each theme**
  Enabling the teams to study for example how to densify by either building high, giving room for more urban space or building low and dense. Ask for scenarios, sketches and ideas - not a master plan.

- **Use the expertise from the ten international teams to challenge the traffic engineers**
  Invite the traffic engineers to consider the bridge as a piece of city and not a piece of road structure.

References to other local processes:

- **BERLIN:**
  In Berlin seven teams were invited to a workshop about the transformation of an old airport area - each team focusing on one of seven themes. The city chose the project they found most plausible and asked the seven teams to work-on from that. On the basis of the input from the seven teams the city did their own masterplan.

- **BORDEAUX:**
  In Bordeaux when developing a 50,000 km² new city area five different offices were invited to give their suggestions to the strategy and design and were able to follow the process all the way.

Source: Input from participating teams at the RiverCity workshop #2 September 2012

“Your input in the RiverCity process has given us (the politicians) new energy and a vision. Many committees have to be involved in order for us to be able to deliver the vision. We will leave our silos and will collaborate. We believe in change and are eager to start the process.

*Quote, Marina Johansson, Vice Mayor - statement to the International Teams at the RiverCity workshop #2*
TEAMS CLOSING REMARKS

At the end of the workshop program each team was invited to give a closing remark on where Gothenburg should go from here. The general recommendation was to make sure to plan for unevenness - leave the plan open to change - and stay true to the vision of the RiverCity.

Team EAST: Pay attention to ongoing projects, climate change and bottom up participation.
Keep focused on three things; First, apply principles of the vision to ongoing projects to reduce the difference between now and the future. Secondly, at the workshop last year a clear statement was made 'climate change and environmental issues are to be taken seriously'. Do not loose this message in future endeavours. Thirdly, build on the bottom-up participation instead of a top down approach – find ways to engage temporary areas and then individuals will make suggestions autonomously.

Team EGA: Keep the process open
The most important thing is to keep this process open - do not go back to traditional planning. Hold on to your way of cooperating and to your vision all the way. Re-energize the project; keep it an investigation instead of a master plan; keep it open with a variation of possibilities.

Team Espinas: Consider three levels of scale in the planning
The four themes for next steps are very clear. They all operate on three scales – that relate to the region, the whole city, and the neighbourhoods. The central city area where the bridge lands should be included in the RiverCity project. The participatory process must be included in further work. It needs to be clear how citizens can be included in the future process.

Team Grau: Plant a seed as a temporary project and use it as a generator for development
At Frihamnen and Ringön we saw structures and qualities that we named seeds. Start your development with seeds, add content, density, scale and test. The seeds will be generators that demonstrate good and integrated developments. Materialize the process with actions that will have both economic and social consequences.

Team Güller&Güller: Make key projects that can become the soul of the strategy.
It is a challenge to develop new city districts on former industrial lands. Look to Hafencity in Hamburg and Kop van Zuid in Rotterdam - these areas are after many years still struggling to get across the river and connect with the city. Do not make the same mistake - integrate RiverCity with Gothenburg.
The brief for the next phase: 1: include the stakeholders. 2: Continue the collaborative process. 3: Ask for scenarios for each theme - not fixed answers. 4: Define key projects, what places can become the soul of the strategies? 5: Make quick wins.
**Team Happold: Scale your planning correctly, make a dynamic framework and create coalitions**

Keep innovating in the future process; it is better than standard competitions. From now on the process shall give input to the scale of strategies and guiding principles – how many and how much of what? What are the possibilities in terms of economy? Make a political and realistic scaling of all plans. Not as a fixed brief or a master plan but as a framework that is dynamic. A process where all factors can be brought together and negotiated – we shall create the coalitions that make the city healthy (socially, economically and environmental).

**Team Schønherr: Use the river, the city’s diversity and social demographic as resources**

Cities are ecosystems – a sum of many cultures, ecologies, collective knowledge. Until now Gothenburg has focused too much on hard infrastructure and too little on the social aspects and the city landscape’s qualities. To state that you want to connect the city implies that the city has a problem of segregation. But Gothenburg has a wealth of diversity – see it as a resource that needs to be activated. The river is the essence of Gothenburg. Make it possible to move from the city to the sea and explore the cultural and natural landscapes – start there, the rest is details.

**Team SLA: rethink the public realm of the city using water and infrastructure as drivers**

Keep today’s momentum. Water and infrastructure are the challenges that can be used to foster change. Use the new projects as tests and make prototypes. The bridge needs to be replaced. Investigate how the new bridge can be a part of a new public realm and climate adaption. There is a challenge in not replacing the bridge with an infrastructural link but to rethink of it as adding to the public realm.

**Team Sweco: Build on participation, combine short and long term goals and evaluate.**

Continue with participation ambitions and your current unique efforts to these ends. Develop the process e.g. use the red box strategy from Berlin at Ringön og Frihamnen. Work in new constellations on site in the future. The vision and strategies are good – now they need to be translated into scenarios showing the contradictions. Combine short and long term possibilities. Evaluate and measure through clear criteria of success – otherwise it is easy for it to go wrong in the management process.

**Team West 8: Define where to start, develop from there and make the development a natural part of the city.**

Defining your direction is the right approach - the 4 themes will help you unfold the project. The bridge determines the first phase. Look closely on phasing/where to start. Focus on one site and slowly develop from there. The RiverCity as a name is reminiscent of Hafencity, Hamburg. Hafencity is considered by the residents an isolated part of the city. Do it differently in RiverCity – the rivercity areas are spread and will be able to, site by site become a natural part of the city. Keep the diversity. You will need a strategic network - a new workshop can help you deliver that.
THANKS

After an intense workshop day Gothenburg ended the programme by thanking all the participants at the workshop for their great energy and constructive input. Gothenburg is looking forward to continuing the collaboration.

Closing remarks
Helle Søholt ended her facilitation of the day by addressing the participants saying that ‘today you have all been an effective advisory board and delivered a lot of knowledge for Gothenburg to take into the next phases – our knowledge together is incredible.’

The project team has done a terrific job collecting input and ideas and taking it forward. Now the hard work starts! The steering committee has to take the advice of the experts back to their organization and make sure that the change of mind-set is implemented at all levels of the organization and ensure that the organization can deliver. If not, all the advice and knowledge will remain abstract. Helle Søholt ended by encouraging Gothenburg to now assertively take the work forward and embed it.

Bo Aronsson ended the formal program for the day by thanking all participants for helping Gothenburg make the workshop such an intense and constructive time - just as the workshop had been last year.

‘All the input will be very helpful for the ongoing work in the city. Now RiverCity Gothenburg enters a new phase, and will be formally handed over to the City administration and organization.

The keywords I have taken from the discussions are: measure effect and quality, focus on software, integrate opinions, framework rather than master plan – work in the same spirit, keep the broad perspective and do not keep on as usual. Natural development and climate adaptation as an opportunity.

There will be an invitation sent to you.

Thanks for sharing and participating’.

We have listened and will summarize your input and comments and then find out how to organize the next phases. We will try to implement your input to the format of next process.

Quote, Bo Aronsson - the RiverCity workshop #2