



Kristianstad  
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# Citizen participation in climate smart urban development – Part 1

Kristianstad University, Faculty of Business  
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Citizen  
participation in  
climate smart  
urban development  
– Part I

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# Table of Contents

<b>Preface .....</b>	<b>5</b>
<b>1. Challenges of contemporary cities across technology and people.....</b>	<b>7</b>
<b>2. The need for stakeholder engagement in sustainable city projects .....</b>	<b>10</b>
<b>3. Identifying and analyzing possible stakeholders.....</b>	<b>14</b>
<b>4. Traditional and modern tools for engagement.....</b>	<b>16</b>
<b>5. The case of Climate-Smart Näsby .....</b>	<b>20</b>
<b>6. A stakeholder map for Climate-Smart Näsby .....</b>	<b>22</b>
<b>7. Att vandra med andra .....</b>	<b>25</b>
7.1 Återblick litteraturstudie.....	27
7.2 Medborgarengagemang.....	29
7.3 Initiala medborgardialoger.....	31
7.4 Det stökiga, sammansatta och spretiga .....	34
7.5 Nästa steg.....	35
<b>8. Conclusions .....</b>	<b>36</b>

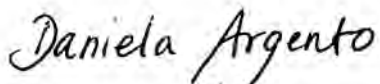
# Preface

This report presents the first results of our engagement in the research project Climate-Smart Näsby. Our involvement from January to December 2021 was two-fold: first it entailed identifying potential stakeholders in the urban sustainable development project in the Näsby district, the northern part of the city of Kristianstad (Sweden); second, it entailed outlining citizen engagement possibilities for the project. The report serves as an interim report for the project's Work Package 3 and highlights our reflections and lessons learned in the first year (out of two) through literature review, document analysis, photo walks, interviews and workshops. It expresses the cooperation between four researchers that work at the Department of Business and the Department of Design of Kristianstad University.

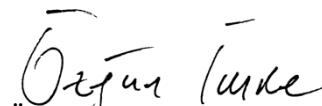
After this brief introduction, Section 1 presents the challenges cities face in their attempts to become more sustainable. Based on a review of literature, the arguments for increased stakeholder engagement in sustainable city projects are presented. Section 2 details the importance of stakeholder engagement in sustainable city projects. Section 3 discusses the need for identifying and analyzing stakeholders and presents some of the models used in stakeholder analysis. In Section 4 the typical tools used to engage with stakeholders are presented. After a brief description in Section 5 of the Climate-Smart Näsby project, Section 6 provides a stakeholder map for the project employing a power-interest grid. Reflections on photo walks/interviews with citizens are presented in Section 7. The report closes with Section 8, which presents the concluding reflections on the insights achieved so far within the project.

We are thankful for the collaboration of our partners in this project, *Kristianstad Municipality* and *Krinova Incubator & Science Park*, and to our financers, the *Swedish Agency for Economic and Regional Growth*, and the *Research Platform Business Development in Collaboration* established at the Faculty of Business, Kristianstad University. We are also thankful for the input received from participants in workshops and interviews/photo walks. We acknowledge the support received from the research environments GRIP (Governance, Regulation, Internationalization, and Performance) and DARC (Design A\* Research Collaboration) at the Faculty of Business, Kristianstad University.

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# 1. Challenges of contemporary cities across technology and people

Increasingly the population of cities is growing while that of rural areas is shrinking (Argento et al., 2020; Caragliu et al., 2011; Grossi et al., 2020). As a consequence of this seemingly irreversible trend, cities are being reinvented with the construction of new spaces to live, work and engage in recreational activities (Brorström et al., 2018). Although cities play an important role in social and economic activities, in terms of environmental conservation they perform poorly (Mori and Christodoulou, 2012). City growth is responsible for increased resource use, energy consumption and greenhouse gas (GHG) emissions (Albino et al., 2015). In addition, increased urbanization exacerbates problems related to equal opportunity, social inclusion, and segregation. With segregation different groups of the population (rich versus poor, young versus old, people with different ethnical background) are concentrated in different areas of the same city (Stigendal, 2006). Such concentration is incompatible with the ideas of integration and inclusion.

The need for conscious city development cannot be denied any more by city governments. However, responsible growth and development confront different challenges. Financial resource availability has to be weighed against the need to minimize negative impacts on the environment and to ensure livability for people in the city (Brorström et al., 2018). In short, financial constraints, environmental issues and social concerns can collide and constrain the efforts of cities.

Managing the many variables at play is a balancing act. As cities expand, policymakers and managers increasingly engage with sustainability to fulfil their mandate. Sustainability entails the need to consider economic, environmental and social aspects to ensure inter-generational equity (Mori and Christodoulou, 2012). Given the need to balance the three dimensions of sustainability (i.e., economic, environmental, social), the search for smart solutions has become paramount. Policymakers and managers “envision, plan and build ‘smarter’ cities and communities – that is, urban spaces where individual and collective well-being is promoted through new forms of governance and greater economic, social and environmental sustainability” (Grossi et al., 2020, p. 633).

Smart city initiatives have flourished in recent decades (Caragliu et al., 2011) and have attracted the interest of various scholars. Different streams of the academic literature, including public management and administration, accounting, urban planning and information science, have addressed the phenomenon of smart cities, showing its complex nature. While many definitions of smart cities exist (see Albino et al., 2015; Caragliu et al., 2011; Castelnovo et al., 2016; Gil-Garcia et al., 2016; Meijer and Bolívar, 2016), it seems clear that the initial focus on new technologies has shifted towards a more anthropocentric approach concentrating on the city's role in responding to people's actual needs (Albino et al., 2015).

Many of the smart city ideas have been translated into technological solutions and devices. However, doubts as to their effectiveness have emerged. It is not clear that information and communication technologies (ICT) really make city administration more efficient, facilitate interactions between government, citizens and other stakeholders, enable citizen participation, and ensure inclusiveness and equal opportunity (Castelnovo et al., 2016). Additionally, the human dimension is not always effectively integrated into smart city plans, despite advocacy (de Waal and Dignum, 2017). It has even been claimed that citizens often remain excluded from smart city policy-making processes (Shelton and Lodato, 2019). Smart cities favor business-led technological solutions rather than political and long-term urban planning (Grossi and Pianezzi, 2017), indicating only a partial commitment to the sustainable development cause. Therefore, embracing a broader view of smart cities is consistent with the pursuit of sustainability for cities.

As reminded by Meijer and Bolívar (2016), technology by itself does not make a city smarter and, in turn, more committed to sustainability. The authors argue that city managers and politicians need to use technology to foster economic gains and other public values. Therefore, a more holistic and multi-dimensional approach to smart city government is desirable (Castelnovo et al., 2016; Gil-Garcia et al., 2016). A comprehensive definition of a smart city, according to Caragliu et al. (2011), covers six axes, namely smart economy, smart mobility, smart environment, smart people, smart living, and smart governance. The authors therefore "believe a city to be smart when investments in human and social capital and traditional (transport) and modern (ICT) communication infrastructure fuels sustainable



economic growth and a high quality of life, with a wise management of natural resources, through participatory governance” (Caragliu et al., 2011, p. 70).

The latter definition shows that neither a singular technical focus nor a pure social focus is enough to capture the complex phenomenon of smart cities. A combined socio-technical perspective is more appropriate for understanding the dynamics of a smart city (see Meijer and Bolívar, 2016).

Cities are currently experiencing challenges related to how they plan and monitor the execution of sustainable development projects (Argento et al., 2020; Brorström et al., 2018). Selecting appropriate measures to monitor results (i.e., performance indicators) is critical to each city and depends on its specific characteristics and vision. There is no universally accepted set of indicators because quantifying economic, environmental and social performance entails a simplification that may jeopardize the meaningfulness of the indicators (Mori and Christodoulou, 2012). It follows that a universal fixed system to measure and compare the performance of smart cities is difficult to define (Albino et al., 2015). In addition, smart cities are dynamic, which makes rankings obsolete very fast (Kopackova and Komarkova, 2020).

The foregoing discussion suggests the important role that government can play in achieving positive results from smart and sustainability initiatives (Gil-Garcia et al., 2016; Grossi et al., 2020). For smart cities to support sustainability programs networks must be established that are characterized by horizontal relationships within and outside the administrative boundaries of cities. Local government can no longer adopt the classic “command and control” approach. Since more stakeholders (within and outside the boundaries of the administrative unit) are needed to achieve sustainability goals, local governments are called on to embrace the role of “leader” of open innovation and collaboration (Ascione et al., 2021). New forms of human collaboration through the use of ICT can be implemented to obtain better outcomes and more open governance processes (Meijer and Bolívar, 2016).

In addition, new forms of public participation and stakeholder engagement that start from the bottom – as opposed to the traditional top-down decision-making process – are valuable and sorely needed (Castelnuovo et al., 2016). That is, to succeed in the implementation of

smart city strategies focused on sustainability, stakeholders cannot be passive receivers of information but must be engaged (Ascione et al., 2021). Local governments therefore have to be aware of multi-stakeholder dynamics in the local context if they are to increase stakeholder engagement and participation in the achievement of sustainability-related goals. With the critical factors for urban growth being land use, transportation systems and spatial layout of a city (Mori and Christodoulou, 2012), citizen and stakeholder engagement in the multiple stages of decision making – through social media and/or urban living labs – can enable public value co-creation (see Ascione et al., 2021; Castelnovo et al., 2016; Dekker et al., 2020). Stakeholder identification, analysis and engagement is discussed in upcoming sections.

## **2. The need for stakeholder engagement in sustainable city projects**

The need for stakeholder engagement for the long-term success of sustainable city projects has been recognized in the literature. The most commonly stated reasons for stakeholder engagement are to provide better and/or more effective services, reform the public sector, close the democratic deficit, and create a route to active citizenship (Osborne et al., 2016). This engagement can take place within the policy making/legislation phase (Edelenbos and Klijn, 2009; Fung, 2006) as well as in the implementation/co-production phase of a project (Nabatchi et al., 2017).

In general, stakeholders are conceptualized as “any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman, 1984, p. 46). Such conceptualization suggests that a sustainable city project will have multiple stakeholders. While there seems to be a consensus on the need for stakeholder engagement and the need for better governance of such projects (Chourabi et al., 2012), the existing literature is fragmented in terms of which stakeholders to engage, how to engage them, and which tools to use to manage projects involving multiple stakeholders. The challenge of identifying, analyzing and engaging stakeholders has resulted in multiple attempts to provide models and guidelines (Mitchell et al.,

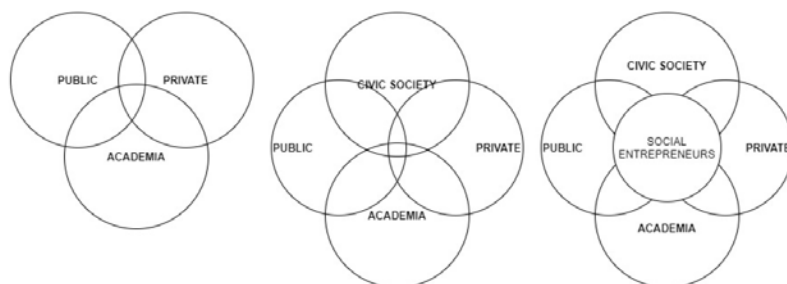
1997; Ackermann and Eden, 2011; Eden and Ackermann, 2013; Tozer et al., 2020).

While recognizing the importance of wide engagement, scholars argue that some stakeholders should be prioritized. An often-cited model is provided by Mitchell et al. (1997) who attempt to categorize stakeholders by their salience. Basing salience on a combination of three characteristics – power, legitimacy, and urgency – this model provides a ranking of the stakeholders. In most of the identification/analysis models presented in Bryson (2004), the implicit assumption has been that the most salient stakeholders should support a project, with the roles, interests and aims of the stakeholders being mapped out to facilitate the process of stakeholder identification and prioritization.

However, critiques of the salience model proposed by Mitchell et al. (1997) have in recent years favored a more relational approach to stakeholder management in complex sustainable city projects. Arguing for a more democratic and collaborative process, Ascione et al. (2021), in discussing the city of Turin, propose a relational approach to stakeholder management that aims at placing (and keeping) a common good (e.g., soil protection) at the center of a sustainable city project rather than stakeholder prioritization. However, implementing a relational approach is challenging because it is difficult to keep all stakeholders engaged. Sustainable city projects often deal with complex problems and the involved stakeholders may hold diverging opinions, aims and priorities. For example, in an urban mobility project seeking for more sustainable transportation and integrative planning processes in Poland, Rześny-Cieplińska et al. (2021) identified the main concerns of various stakeholders. While local authorities were interested in reducing pollution, congestion or noise, transportation operators and retailers were mainly focused on keeping costs under control while maintaining service levels.

The literature has grouped and categorized stakeholders in various ways. Within innovation studies related to sustainability and smart city projects, a commonly used term is ‘triple helix’, which refers to a collaboration among government, industry, and academia (Etzkowitz and Leydesdorff, 2000). Today partnerships among the state, the private sector and academia are the norm rather than the exception. However, through the years the triple helix model has been criticized

as inadequate to account for the interplay of stakeholders and the complexity of the projects, with Leydesdorff (2012) arguing for the addition of helices as needed. The triple helix model was updated to account for civil society, the quadruple helix (Borghys et al., 2020; MacGregor et al., 2010), and social entrepreneurs, the penta helix (Calzada, 2020), and to better explain and predict the outcomes of collaborations (see Figure 1). The move toward these helix structures can be found in some of the sustainability work done by Swedish municipalities (Eneqvist et al., 2019). In discussing several European municipalities and their readiness to adopt the quadruple helix, MacGregor et al. (2010) highlight an extensive knowledge base but note inadequacies in leveraging communication platforms to achieve desired effects.



*Figure 1. Helix frameworks (based on Calzada, 2020, p.1150)*

From another perspective, stakeholders can be categorized by the roles they have within sustainable city projects. Mintzberg (1996), in discussing government projects in general, argues that the constituents of government projects are customers, clients, subjects and citizens. For sustainable city projects, and government projects in general, the multiple roles of a single stakeholder should also be taken into account. For e-government projects, Codagnone and Undheim (2008) argue that constituents play simultaneous roles as taxpayers, users and citizens, which places additional demands on a project.

As Freeman (1984) argues, stakeholders have diverging interests that need to be reconciled for a project to succeed, highlighting the importance of identifying the different stakeholders and their interests. Stakeholder categories have undergone nuanced changes over the years to account for differences in their roles and to address ways the groups diverge in relation to their interests (see Table 1).

Table 1. Categories of stakeholders (adapted from Rowley, 2011, p.55)

<b>General categorizations</b>	<b>Special purpose categorizations</b>
<p><b>Heeks (2006)</b> Non-profits, other agencies, citizens/customers, businesses, communities, government</p> <p><b>Mintzberg (1996)</b> Customers, clients, subjects, and citizens (constituents for e-government services)</p> <p><b>Orange et al. (2006)</b> Politicians, staff, public, project managers, design developers, other government agencies</p> <p><b>UN (2008)</b> Public administrators, programmers, end-users, politicians</p> <p><b>Yildiz (2007)</b> Government, citizen, business, civil society</p>	<p><b>Beynon-Davies (2005)</b> Customers, suppliers, partners, employees (general) Large and small businesses, individual taxpayers, students/graduates, senior citizens (for Inland Revenue, UK)</p> <p><b>Flak and Nordheim (2006)</b> Regional council, regional partners, national and international policy makers, systems vendors, county governor, county municipality, citizens of municipality, municipal politicians, municipal administration, municipal service production units (for a local government project in Norway)</p> <p><b>Heeks (2003)</b> Senior managers of the Epidemiology Service, Ministry of Health, internal users (managers health specialists, statistical specialists, information systems personnel), external users (in various ministries, local authorities, research institutions and international organizations), citizens (computerisation in a national Epidemiology Service in Central Asia)</p> <p><b>Irani et al. (2007)</b> Informed citizens (academic), elected representatives, local government staff, regional and central staff, others (VIEGO participants)</p>

	<p><b>Millard (2008)</b> Policy makers, researchers, practitioners, constituents as citizens and businesses (stakeholders in impact measurement)</p> <p><b>Tan et al. (2005)</b> Singapore government, IRAS (Inland Revenue Authority of Singapore), tax officials, taxpayers, employers (e-filing for tax initiative)</p>
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Citizen participation has long been recognized as important (Calzada, 2018), an idea that is in alignment with stakeholder engagement. However, the lack of citizen engagement – despite its being enshrined in documents– has been noted as a reason for the possible failure of projects (Granath and Axelsson, 2014; Jones et al., 2007). The existence of different interests and stakeholders also means that there is an increased need to identify and analyze stakeholders to enhance the chance of a project’s success.

### 3. Identifying and analyzing possible stakeholders

There are many reasons for stakeholder engagement being considered necessary. They include taking into account the real needs of stakeholder groups, creating legitimacy for the project and the project owners, and increasing the available resource pool for the project. While the variety of tools to increase participation has increased in recent years and the need to motivate participation is well acknowledged (Li et al., 2020), there are limits to stakeholder engagement. Sustainable city projects are long-term investments and involve multiple stakeholders. They are often initiated by cities and municipalities and, in affecting a large proportion of citizens, businesses and other organizations, they create interdependencies with the areas surrounding the city (Ascione et al., 2021). In addition, the inter-generational pressures of sustainable city projects make it

important to identify which stakeholders should be considered for the long-term success of these projects.

The engagement of key stakeholders, at a minimum, is advised frequently in the literature (Mitchell et al., 1997), with Castelnovo et al. (2016) recognizing this requirement for city and government projects. It has also long been recognized that coalitions must be created to ensure success (Freeman, 1984). Identifying and selecting salient stakeholders is therefore of paramount importance for the project planning team tasked with engaging and communicating with stakeholders.

The literature provides several ways to identify stakeholders for a given project (see Herazo and Lizarralde, 2016). These range from basic brainstorming activities to a more structured analysis. Some techniques that can be used to identify and analyze stakeholders (see Bryson, 2004, for a review) is presented below.

### **Basic Analysis:**

Bryson (1995) provides a basic tool to help identify stakeholder interests. Applying Bryson's tool, the planning team first identifies the potential stakeholders of a sustainable city project. The planning team then reflects on the criteria by which the stakeholders will judge the project, or the stakeholders' expectations, and assesses how the project is developing or, if at the planning stage, how it will develop. This tool, while basic, gives the team a quick analysis of stakeholders and how to satisfy them.

### **Grid Analysis:**

There are various analyses that entail the use of a grid-like pattern. One more commonly used is the power-versus-interest analysis of Eden and Ackermann (2013), hereafter referred to simply as a power-interest analysis or power-interest grid. The stakeholders are identified by the planning team, which also makes deliberations and judgements about the stakeholders. Stakeholders are then positioned in the grid according to their power to affect the project and their interest in the project. Such analysis can be enhanced by identifying how the stakeholders affect each other in any given project.

**Relational analysis:**

A follow up to the grid-type of analysis takes the form of issues analysis. Rather than just focusing on the project, the planning team brainstorms the issues that the project entails. The positioning of the issues and the stakeholders' potential involvement with the issues then allows other stakeholders and stakeholder interests to be identified that might be missed with a basic or grid analysis (Ackermann and Eden, 2011).

The techniques used for stakeholder identification and analysis rely on the engagement of the project teams and the availability of resources. An underlying assumption is that collaboration with the stakeholders will then enhance the analysis. Workshops that use the same techniques and take place after the initial analysis provide an easy way to corroborate the planning team's findings as well as gain extra input for the analysis. This need for stakeholder engagement even during the identification phase is important to ensure stakeholder involvement from the beginning and to address potential inequalities (Tozer et al., 2020). As noted by Mitchell et al. (1997), the analysis leads to an explicit identification of *who* and *what* will count. Considering the acknowledged multiplicity of interests in sustainable city projects and the need for stakeholder participation, failure to identify key stakeholders and their interests will affect the survival and acceptance of the project. Even with the more inclusive approach of relational stakeholder management, identifying the interests of stakeholders is important to satisfy the minimum conditions for participation.

Although stakeholder identification and analysis has become common in such projects, it does not automatically enable engagement of the stakeholders. What the analysis does provide, however, is a list of interests that should be considered when planning for stakeholder engagement.

## **4. Traditional and modern tools for engagement**

The challenge of how to engage stakeholders has long been a concern for managers. How to communicate with stakeholders is an integral part of many stakeholder management sessions. The growth of internet technologies has increased the communication channels and the



possibilities to engage stakeholders in the work of government (Källström et al., 2021).

Engagement can take place at different stages of projects. As emerges clearly from the literature, citizens can be involved too late, namely in the implementation stages and then as passive receivers of the outcome (Axelsson et al., 2010). As Voorberg et al. (2015) argue, this delay might be attributable to a failure to see citizens as viable partners, instead seeing “citizens as customers that need to be satisfied by the service delivery” (Simonofski et al., 2019, p. 666). Yet, if the goal is to have citizens as active participants, their involvement should be sought during the design stage, when initiating a project (Ascione et al., 2021).

As noted in the literature, there are differences in how younger and older generations prefer to engage with projects, differences that should be considered when designing tools for engagement. It is often taken for granted that older citizens will be active participants. In contrast, younger generations are thought to be motivated by modern technologies to engage with sustainable city projects and become active participants in public issues. However, not all citizens are familiar with or accept modern technologies (Kopackova and Komarkova, 2020), which necessitates the existence of different channels that citizens can use to engage with public issues. That is, the impact of technologies on people needs to be taken into account when opening up the government to become citizen-centric (Degbelo et al., 2016). An additional consideration is that the collecting and processing the data related to sustainable city projects is not exempt from legal and ethical issues (Ranchordás, 2020).

There are different ways of interacting and engaging with stakeholders (Fietkiewicz et al., 2017). One-way engagement enables citizen involvement via simple, one-way interactions between the city government and the public, typically through a digital platform (an application or app). A more advanced form of engagement entails creating online discussions in which external stakeholders can actually suggest projects and vote online for the projects they prefer (Eden Strategy Institute, 2018). This distinction between one-way and two-way communication is highlighted by Wilson and Rezgui (2013), who chart different individual and organizational barriers to engagement with sustainability projects. These barriers range from those of a psychological nature, such as resistance to lifestyle change, to

organizational ones, such as lack of information sharing. A lack of information sharing has been linked to the reliance on one-way communication channels that are not used for engagement but more for allowing information retrieval and satisfying the need to know and where to look for information. Nonetheless, providing objective, relevant, and reliable information to allow citizens to make informed judgments of how government tackle public issues is crucial for an open and transparent government (Evans and Campos, 2013).

One important component of engagement is leveraging technologies that stakeholders already use for other purposes. For instance, Mahou-Lago and Varela-Álvarez (2016) highlight the difficulties that can arise from city communication channels not being adequately integrated with the social media tools the citizens use. These tools permit stakeholders to engage with projects in ways familiar to them, suggesting improvements or reporting issues easily and quickly. The use of social media has also been linked to transparency issues (Bertot et al., 2010), which is a general concern for sustainable city projects.

As already noted, there are many tools for engaging with stakeholders. Mahou-Lago and Varela-Álvarez (2016) chart the web portals cities use to engage with citizens in Spanish smart cities. Their findings suggests that web portals are good for e-administration (e.g., paying taxes) but rather limited when it comes to sustainability initiatives, an observation that is in line with the noted lack of two-way interactions mentioned above. In sum, the use of ICT does not in and of itself increase citizen engagement (Cegarra-Navarro et al., 2012).

Adding to the problem, as Angelidou et al. (2018) argue, there are many apps that cater to the same audience to solve similar problems. With different issues and different apps providing incomplete solutions, there is “a fragmented landscape of IT [Internet Technology] applications” (p. 162), where private and public apps compete with each other. This reality possibly influences the perceived usefulness of these apps. The success of participatory technologies is dependent on user acceptance, the perceived usefulness and ease of use, and the quality of information (Kopackova and Komarkova, 2020). Increasing mechanisms of feedback from the local government side can be a way to foster usability and acceptance of technology (Kopackova and Komarkova, 2020).

While many cities have invested in digital solutions, offline, physical interactions can also be valuable. Living labs have garnered increased attention because they allow different stakeholders to co-create innovations in real-life contexts (Argento and Löfstål, 2021). The advantage of living labs is that they place emphasis on iterative ways of learning by doing (Dekker et al., 2020). Through a living lab the “user is involved early in the development process when analyzing the needs and brainstorming about solutions. The panel of users can also be involved in the concrete development of ideas and finally in testing of prototypes” (Simonofski et al., 2019, p. 671). This early engagement and the chance to contribute to the project and receive feedback as the project progresses – rather than just being informed about it – improves the potential for engagement of stakeholders, specifically citizens (see also Ascione et al., 2021).

The more traditional forms of stakeholder dialogue – citizen dialogue sessions, consultation sessions with major partners, town-hall meetings, focus groups, etc. – continue to be an important way of engaging with stakeholders. These direct interactions – hackathons, forums for creating policies, meetings on participatory budgets, pop-up citizen dialogue/survey kiosks – can be counted among these more traditional tools for stakeholder dialogue (Sánchez Vergara et al., 2021). It is possible for these tools to be used for two-way interaction, as “a forum for dialogue to facilitate mutual learning” (Wilson and Rezgui, 2013, p. 291). However, as noted by Helin et al. (2013), they can also simply be “a new way of informing them [the stakeholders] about the corporation’s standpoints and to use the occasion to enhance its own legitimacy.” The challenge of designing a good dialogue that is not mere consultation has been acknowledged; what one party may term active listening and engagement, another may regard as consultancy and unobtrusive control (Hellweg, 1989, cited in Grunig and Grunig, 1992, p. 311).

As can be seen, there is no optimal way of identifying, analyzing, and engaging stakeholders. The appropriate strategies for achieving project success are contingent on many factors. In the following sections the project of Climate-Smart Näsby is presented.

## 5. The case of Climate-Smart Näsby

The Municipality of Kristianstad, located in the Scania region in the South of Sweden, has launched the project “Carbon dioxide efficient community building process for sustainable urban development – Climate-Smart Näsby”. The project began on January 1, 2021, and will finish on 28 February, 2023. It is a collaboration between three partner organizations: Kristianstad Municipality, Krinova Science & Incubator Park, and Kristianstad University. The project is financed by the EU regional development fund and the three partners.

The overall aim of the project is to pave the way for the reduction of the climate impact caused by urban development projects. It provides planning preconditions for a more carbon dioxide efficient community development in the area of Näsby in Kristianstad, with a focus on reducing the climate impact of construction processes and transport, two of the sectors that contribute the highest emissions in Sweden. Figure 2 shows a map of Näsby that indicates the most important spots in the area.

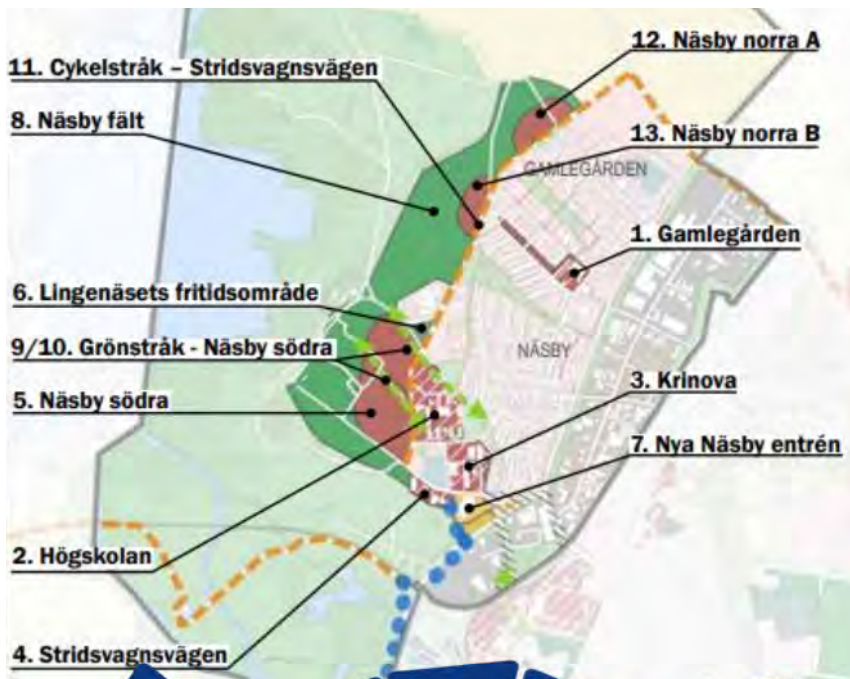


Figure 2. Map of Näsby

The project includes three work packages. The first aims at establishing a local partnership with strategic stakeholders through a living lab. The living lab contributes to the project by stimulating joint learning and new business opportunities for low-carbon construction and fossil-free transport. The second work package seeks to develop a model for how a municipality can plan and provide better conditions for a climate-smart social development with a focus on construction and transport. This Näsby district model will be the starting point for future urban development projects in Kristianstad and serve as an inspiration for other municipalities and regions. In the long run, the result will be reduced climate impact from construction and transport. The third work package (Work Package 3) aims to promote active and long-lasting engagement of citizens and other stakeholders in society by providing conditions for their participation in sustainable societal development.

This report accounts for the first activities of Work Package 3. In addition to the literature review, the findings of which were presented in the previous sections, a document review was used to conduct a stakeholder analysis. Two reports prepared by the Kristianstad Municipality provided useful background information for the project and were the primary focus. The first, “Social Hållbarhet Näsby” by SWECO (2021), was commissioned by the Kristianstad Municipality; it identifies important stakeholders (page 18) and presents citizens’ opinions and interests in relation to social sustainability. The second, “Stadsbyggnadsdialog Näsby” by Johansson and Moberg Persson (2021), provides Kristianstad Municipality’s vision for Näsby. It classifies the urban development goals, based on Agenda 2030, into three interconnected areas, namely “a city for all” (*Stad för alla*), an “attractive city” (*Attraktiv stad*), and “a green-blue city” (*Grönblå stad*). The report is based on insights gained from urban planning dialogues that the Municipality arranged with selected stakeholders.

In addition to these two reports, the Municipality’s governance structure was analyzed to identify the various organizations the municipality operates within the area, such as ABK, the biggest housing solution provider within Kristianstad. The Strategic Roadmap 2020 (Kristianstads Kommun, 2015) and the Strategic Roadmap 2021-2024 (Kristianstads Kommun, 2021) were also inspected to identify Kristianstad Municipality’s sustainability-related goals. Reports on the work of other municipalities with respect to sustainability in Sweden and abroad (Eneqvist et al., 2019; SKR, 2021; Stigendal, 2006; Eden

Strategy Institute, 2018; Sweden Green Building Council, 2019) were used to gain familiarity with the issues that municipalities face.

To investigate the possibilities for citizen participation, two workshops were arranged. The first workshop was held on 14 October, 2021, with students in the Master's program in Auding and Control attending the "Strategy and Management Control" course at Kristianstad University. The second workshop was held on 12 November, 2021, with 14 researchers from the Faculty of Business representing the Business Program and the Human Resources and Work Life Conditions Program of Kristianstad University. In each workshop after presentation of the Climate-Smart Näsby project, the participants were asked to suggest practical solutions for engaging citizens in sustainable urban planning projects, using a digital noticeboard called Padlet to conduct their deliberations. The workshop with students generated 40 responses related to citizen engagement and the workshop with researchers 17.

In addition, to gain a deeper understanding of Näsby and its inhabitants, several photo walks and interviews with citizens from Näsby were conducted.

## **6. A stakeholder map for Climate-Smart Näsby**

The aim of Work Package 3 is to stimulate stakeholder engagement in a climate-smart development of the Näsby district and facilitate the participation of stakeholders in building an urban area with low environmental impact. Not only can such engagement make an immediate contribution to the activities conducted by the Kristianstad Municipality in Näsby, the focus on environmental preservation and impact can also lead to long-term beneficial effects in terms of social sustainability, such as inclusion and equal opportunity for citizens living in Näsby and other stakeholders that operate in the district.

A stakeholder map was created by reviewing the above-mentioned reports and literature to identify possible stakeholders. After this initial analysis, the research team conducted a brainstorming session to list the potential stakeholders and identify the stakes involved in the project, the ultimate aim of which is to produce a more carbon dioxide efficient community development in Näsby that has a special focus on the

transport and construction sectors. The list of potential stakeholders and the reasons for their stake can be found in Table 2.

*Table 2. Potential stakeholders in Climate-Smart Näsby*

<b>Stakeholders</b>	<b>Reasons for their stake in the project</b>
Current citizens - North - South-West - Centre	The life of citizens who live in the different areas of Näsby could change and they could move from one area to the other. New citizens could move into Näsby if it is perceived as attractive.
Shops in Gamlegården Centrum	Shop owners and managers would be affected by the new layout of Näsby and could possibly have more competitors if the shopping center expands. They could also experience pressure to work in a more environmentally friendly way.
Municipality	Public officials implement national and local policies related to sustainable development. They fulfill general and specific mandates such as owning the Climate-Smart Näsby project.
Public schools, recreation centers ( <i>fritidshem</i> ), library	The mission to educate people living in Näsby may be better met by the new layout and functioning of Näsby.
ABK	This entity owns and operates houses in the area. It could be affected by the new layout and functioning of Näsby.
C4 Energy AB	This entity provides utility services and infrastructure in the area. It could be affected by the new layout and functioning of Näsby.
Renhållningen AB	This entity provides waste management in the area. It could be affected by the new layout and functioning of Näsby.
Industribyggnad AB (?)	This entity constructs, manages and rents out buildings. Current involvement in the area is unclear.
Flygplatsen Kristianstad Österlen Airport AB	This entity provides commuting and travel possibilities. Its viability could be influenced by the new layout and functioning of Näsby.

Police	The police have a general mandate to safeguard the area. They could be concerned with changes in patterns of movement within Näsby.
EU and National Government	The EU and the National Government issue sustainability related policies and set targets that are implicitly or directly included in the project. They also provide funds for innovative projects that support the sustainability cause. Hence, they are interested in the implementation and outcome of the project.
Högskolan Kristianstad	As collaboration partner, Kristianstad University is interested in enhancing its educating role and shaping society in the area.
Krinova Incubator and Science Park	As collaboration partner, the Innovation Incubator can facilitate local sustainable development with the creation of, for example, living labs.
Construction companies	Construction companies with an environmentally friendly orientation can contribute to the creation of new buildings/facilities and job opportunities.
Business in Näsby Industrial area	Businesses can supply material/services in the construction processes and affect transportation and traffic in Näsby.
Social enterprises and associations	These entities provide various services to the local community (e.g., language and work integration, social gardening) and could be affected by the new layout and functioning of Näsby.
Non-profit organizations	These organizations provide various services to the local community (e.g., sports) and could be affected by the new layout and functioning of Näsby.
Media	Media have an implicit interest because of their task to witness the implementation of and disseminate information about the project Climate-Smart Näsby.



To continue with the mapping, the research team conducted a power-interest analysis. Interest refers to stakeholders' concerns in relation to the content and aim of a city development project, in this case a climate-smart development of a city district. Power refers to the capacity of stakeholders to influence (negatively or positively) the implementation of a project. Both dimensions go from low to high. The researchers prepared a tentative map of the stakeholders, which resulted in the power-interest grid presented in Figure 3.

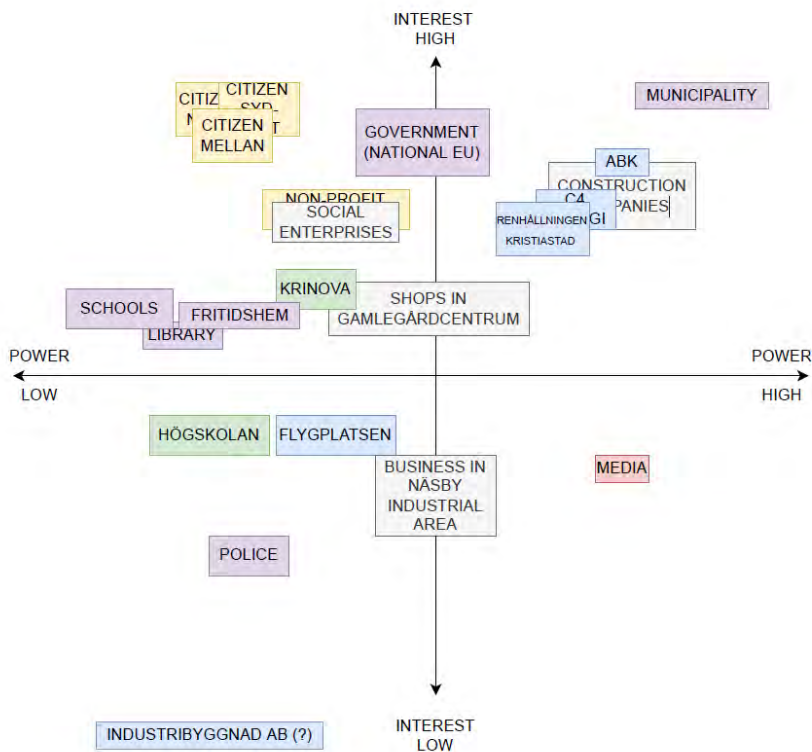


Figure 3. Stakeholder map – power-interest analysis

## 7. Att vandra med andra

This section builds on the insights gathered from the previous sections, but from a design point of view influenced by the field of design. Hence, in comparison, this section differs in terms of style, language and content. In combining the “outside view”, presented in Sections 1–6, and the “inside view”, presented here in Section 7, we aim to achieve a richer and multidisciplinary understanding of the area of Näsby, the local government, the inhabitants, and the stakeholders involved. It is a conscious decision that we shift to the Swedish language starting from subsection 7.1. We want to simplify the reading for our main target group and avoid losing language-related nuances. Furthermore, the text presented here will be used at forthcoming workshops taking place in the Swedish language.

Approaching Näsby from a design point of view means that the text below differs from traditional scientific expectations: here, as designers we instead unfold the possible design spaces of Näsby. The challenge that we are interested in is how an inside view, including fears and hopes, can be captured and presented. This is our first probe open for critique; the aim is to deepen the understanding of engagement and participation in the process of city planning within sustainable development. In this phase we have also striven to get to know people and groups of people, have a presence in the area, listen, and experience ordinary life, all as preparation for upcoming workshops and exhibitions in the next phase.

Our results are built on diverse voices from Näsby gathered through our walks, talks and interviews (see subsection 7.4 which both represents and demonstrates the scope). During a fieldwork period of nine months walking in the area, observations, photos, interviews, and spontaneous chats with different people have framed our understanding of Näsby. The walks included 8 women and 8 men aged 18 - 63. In addition, we have talked to 24 people, aged 18 - 75, and for some we have been followed up with deeper interviews. The method *vandra med andra* started with one person that introduced us to two more, and so it continued in a growing chain of people. Interviews started open-ended and were influenced only by pre-identified concepts of interest at the end. As recordings can have an effect on openness and what is said, it was a matter of judgment in each situation to decide if a recording was suitable or not. Audio-recorded interviews have been analyzed. Some

interviews have been further deepened with follow-up interviews. Dependent on interest and energy generated at the time, some interviews lasted 30 minutes while others lasted up to 2 hours. On some occasions, we interviewed two or three people as a group. Figure 4 shows a typical photo initiating one of the *vandra med andra* walks.



Figure 4. Photo from walk in Näsby

## 7.1 Återblick litteraturstudie

I den akademiska litteraturoversikten, “outside view”, som denna gång gjordes ur litteratur från offentlig förvaltning, redovisning, informationsvetenskap, stadsplanering och liknande områden så kan vi lära oss att det är en komplex fråga att studera intressentengagemang. Många smarta idéer har omsatts till tekniska lösningar och funktionalitet. Det har dock uppstått tvivel om tekniska lösningars effektivitet. Det är tex inte klart om informations- och kommunikationsteknik verkligen gör stadsförvaltningen mer effektiv, underlättar interaktioner mellan myndigheter, medborgare och andra intressenter, eller ens möjliggör medborgardeltagande samt säkerställer inkludering och lika möjligheter. Det går också att läsa ut ur forskningsresultaten att den mänskliga dimensionen förespråkas, men inte alltid är effektivt integrerad i introducerade smarta stadsplaner. Det påvisas att ett historiskt initialt fokus på hur ny teknik påverkar har flyttats mot

tillvägagångssätt som sätter människan i centrum och koncentrerar sig på stadens roll att svara på människors faktiska behov.

Ytterligare beskriven och anmärkningsvärd samhällsutveckling i sammanhanget är att smarta och hållbara städers framväxt idag tycks bero mer av data som låter sig mätas samt företags tekniska förslag och lösningar; snarare än politisk och långsiktig stadsplanering som bygger på fördjupade medborgarperspektiv och deras faktiska deltagande. Vilket kan exemplifieras med strävan efter indikatorer och alla de utlysta tävlingar för industriella aktörer som ofta föregår valet om hur bostadsområden byggs. Detta samtidigt som forskning visar på att varken indikatorer, enstaka tekniska inriktningar från vinstdrivande företag eller enbart social inriktning räcker för att fånga det komplexa fenomenet som det innebär att bygga klimatsmarta hållbara städer. För att lösa framtida samhällsproblem är det nödvändigt att lämna ensidiga traditionella top-down beslutsprocesser; göra dess processer och beslutande strukturer transparenta, mer divergenta och laterala, samt introducera och inkludera ett större medborgarengagemang som börjar från botten, samtidigt som detta skapar fler möjliga bilder och idéer om gemensamma framtider. Samtliga aktörer som är inblandade med hållbar klimatsmart utveckling måste involveras. Forskningen är samstämmig här, ett kombinerat bredare sociotekniskt perspektiv är vad som behövs. Även om forskningen är samstämmig saknas det idag goda beskrivningar av vad detta innebär och hur det skall gå till, till vilket detta projekt gör ett bidrag.

I många av de försök som gjorts så här långt finns en tendens i stadsplanering att distansera sig från verklighetens praktik vad gäller de faktiska och kommande medborgarna. Att arbeta med indikator- uppsättningar som skulle kunna gälla vilken stad eller vilket bostadsområde som helst är vanligt förekommande enligt forskningen. Det går ju också att ifrågasätta om indikatorer och god levnadsmiljö faktiskt samspelar när det gäller förändringsarbete. Många gånger hyrs konsulter in som arbetat med problematiken i liknande bostadsområden och städer. Konsulter som tenderar återanvända material och lösningar och därmed bibehålla både beskrivningen av problemet och lösningen på en abstrakt indikatoruppsättningsnivå. Vilket såklart inrymmer den goda sidan att det möjliggör att samla ihop gemensamma delar ur problem och lösningar från flera områden. Många generella lösningar är också bra. Men, samtidigt riskerar vi hamna i en situation där “det generella” sätts före fördjupad medborgarmedverkan där utredare och

planerare inte blir “inbjudna gäster” i medborgarnas dagliga liv där de faktiska förändringarna förväntas ske. Beskriven forskning visade att de förenklingar som indikatoruppsättningar innebär äventyrar meningsfullheten när vi skall beakta hur målen formas för enskilda städer. Detta, då det är i själva forandet som möjligheterna uppstår, både vad gäller målen och medborgarmedverkan. Här uppstår också en intressant och svårlöst konflikt och en möjlighetsyta mellan den representativa demokratin och medborgarengagemang.

## 7.2 Medborgarengagemang

En starkt påverkande faktor som inte alltid synliggörs tillräckligt är det faktum att vi i Sverige har representativ demokrati: där val, beslutande politiker som av nödvändighet ofta saknar framåtblick och närhet, och utförande tjänstemän som agerar utifrån begränsade resurser och ramar – påverkar de möjliga utfallen. I statens offentliga utredningar har forskare redan i slutet av 1990 talet identifierat följande hot mot demokratin, som alla motverkar det individuella medborgarperspektivet (Lundquist, 1999, sid 238–239):

- *politiken ses som en speciell samhällssektor med specialiserade aktörer och inte som ett ansvar för alla medborgare.*
- *politiken angår strängt taget inte medborgaren utan är förbehållen politikerna till vilkas inbördes förhållande man i första hand måste ta hänsyn.*
- *handlingsförmåga räknas som en del av demokrati-begreppet vilket kan gå ut över komponenter som folkmakt och fri- och rättigheter.*
- *ett demokratibegrepp som ser kundens valfrihet på marknader som demokratins kärna får allt större spridning.*
- *viktiga politiska sakområden undantas från området för demokratiskt beslutsfattande och ansvar.*
- *massmedias och samhällsvetenskapens fokusering på den politiska processens insida skymmer helt outputsidan som sannolikt är viktigare för politikens faktiska utformning.*
- *förvaltningens ämbetsmän tystas trots grundlagens bestämmelser om yttrandefrihet.*
- *kritiska medborgare skräms till tystnad inför utsikten till sämre behandling hos det offentliga trots grundlagens bestämmelser om yttrandefrihet.*

- *språket manipuleras – inte minst genom introducerande av en ekonomisk terminologi som gör det allt svårare att uttrycka de etiska, rättsliga och demokratiska samhällsproblemen.*

Också i detta projekt, ofta utan att själva vara medvetna om dessa i stunden, är samtliga inblandade påverkade av ovan uppräknade sanningar och deras svårgreppade samband. Bristen på enhälligt perspektiv vad gäller just *vad demokrati utifrån medborgarmedverkan är och kan vara* medför alltså att vi talar förbi varandra med olika missförstånd som efterföljd.

Utöver ovan finns det också en risk för falska förhoppningar i det faktum att kunskap härrörande från traditionella vetenskapligt inspirerade angreppssätt (tex litteraturstudier, frågeformulär, intervjuer, brainstorming och workshops) samt också stora delar av planering och byggande (dvs byggplaner) kan både “fångas av” dessa angreppssätt samt “bo i” och överföras via texter mellan människor. En fara här är att normativa frågor ger normativa svar, dvs som man ropar får man svar. Om vi vill komma bortom normen så kan vi inte ställa frågor om miljön (dvs traditionella enkäter och intervjuer), eftersom svaret då blir enligt den förväntade normen. Vi kan heller inte förvänta oss att samarbete (dvs traditionella brainstorming och workshops) skall leda till något utöver den gängse normen av samma anledning. Istället behöver vi hitta nya metoder för att utveckla nya vanor genom medborgardialoger som har god långsiktig bestående effekt på klimatet.

Ytterligare fara är att seriösa metodbeskrivningar och deras genomföranderesultat utgör en maktbarriär präglad av “korrekthet” som en vanlig medborgare varken klarar att se igenom eller argumentera emot. Detta samtidigt som allt klimatsmart agerande alltid i slutändan bor i handling, dvs i komplexa mångtydiga situationer som översvämmar oss (i vårt fall medborgarna) vad gäller valmöjligheterna, där det inte finns några rätta svar utan endast mer eller mindre bra agerande utifrån omdöme. I handling kommer det också alltid kvarstå osäkerhet om vad som gör att något fungerar. Detta till skillnad mot vetenskapens svar som är förknippade med det sanna, och planering och byggandets strävan som är förknippade med det idealt korrekta.

Om vi accepterar att “(klimatsmart) agerande bor i handling” så spelar det stor roll vilken den befintliga miljön är, vilka som engageras, och framförallt hur de engageras, samt vilket handlingsutrymme som visas

upp samt också finns där för medborgarna. Dessa delar bestämmer den transformativa förmågan, i vårt fall hur medborgarmedverkan kan bidra till en mer klimatsmart framtid. Den stora utmaningen här är att engagera medborgarna på ett vis som skapar något nytt utanför de befintliga normativa ramarna, dvs det vi redan vet, som både upprätthåller och har försatt oss i den låsta situation vi befinner oss i. För att vara övertydlig, om vi stannar inom de befintliga normativa ramarna så är risken stor att vi gör det förväntade som vi redan känner till, som är en del av problemet, vilket inte kommer att vara tillräckligt för att ta oss ur problemet. Till skillnad mot traditionell vetenskap, så startar designerns angreppssätt därav med en vag idé om utfallet, utifrån vilken “vad och hur” växer fram samtidigt med att något nytt tillförs.

Genom att låta vad och hur samt det nya förbli öppna frågor skapas förutsättningar för medborgarengagemang som kan förändra människors levnadsvanor i deras egen vardag bortanför det de flesta redan gör som tex. källsortering och att cykla till jobbet. Vi lutar oss i denna del mot kunskaper och traditioner inom design, “inside view”, som har metodik att arbeta med just “handling” som ett lokalt fenomen som går att sträcka ut över tid.

I detta projekt har vi valt att kombinera a) “outside view”, en övergripande förståelse av styrning ur ett företagsekonomiperspektiv med b) “inside view”, förståelsen av det lokala partikulära handlingsutrymmet medborgare har som ett fenomen över tid ur ett designperspektiv. Där den senare öppnar upp för att utveckla handlingsutrymmen genom nya typer av fördjupande medborgardialoger som kan ha god långsiktig bestående effekt på klimatet. Detta samtidigt som blandningen av kompetenserna och perspektiv i projektet ger ökade förutsättningar att lyckas.

### **7.3 Initiala medborgardialoger**

Redan från start vill vi poängtera att Kristianstad kommuns politiker och tjänstemäns tidigare arbete, kartläggningar och rapporter har legat till grund för stora delar av vårt arbete. Det finns många goda initiativ som genomförts av Kristianstad som vi inte lyfter fram igen i denna del av rapporten eftersom vi här istället fokuserar på de övergripande ramarna, som lagstiftning och vår representativa demokrati, och hur dessa påverkar det partikulära utifrån ett medborgarperspektiv; hur

påverkar ramarna medborgarens möjligheter att engagera sig och sätta avtryck i, tex som här klimatsmart samhällsutveckling.

Att *vandra med andra* är i detta projekt en designmetod för att inkludera det sociala ur ett medborgarperspektiv utifrån den situation som råder specifikt i Näsby, Gamlegården i Kristianstad. I vårt designperspektiv är det ultimata partikulära en viktig del av angreppssättet, där både förståelse samt förmedlande av innehåll är starkt relaterat till att fånga och förmedla känslor. Delar av denna text i rapporten tillsammans med bilder ämnar alltså förmedla helheten inklusive känslolägg. Målgruppen är både kommunens tjänstemän, kommunens politiker, men också helt nya läsare intresserade av utmaningen.

Kärnan i att *vandra med andra* byggde på att träffa riktiga människor på plats. Metoden syftar till att skapa dialoger med människor som i första hand bor där och i andra hand arbetar där eller besöker området. Metoden bygger vidare på en rad olika projekt vi deltagit i, som K3H i projektet Ekostaden i Malmös Bo01 område 204 till Future City LAB. under Köpenhamns kulturnatt 2018. Där vi arbetat i olika samskapande processer för att undersöka den byggda miljöns kvaliteter angående framtida möjligheter för invånarna i tex en stadsdel som ska genomgå stora förändringar. I dessa projekt har vi tex arbetat med datorspel som Half-Life och Minecraft för att gemensamt och lekfullt låta invånare ta sig an framtida utmaningar och möjligheter (se Figure 5).



*Figure 5. Future City LAB 2018 Köpenhamn*



*Vandra med andra* var den första multimodala designaktivitet som vi skapade i detta projekt, vilken ämnade facilitera möten. Vår största utmaning har varit att fånga medborgarnas förhoppningar och rädslor, vilket indikatorer har svårt att fånga. Vår ambition har varit att skapa ett komplement till indikatorer som har fångat det generella. Vårt fokus har varit att fånga det partikulära, dvs saker som skiljer ut Näsby och dess invånare från andra platser i Sverige. Designaktiviteten byggde på medborgares egna personliga val av promenadstråk för att initiera ett förtroligt samtal om Näsby. Vi har vandrat vid deras sida och tagit del av deras vardagliga aktiviteter, rädslor, mönster, fenomen, känslor, engagemang, förhoppningar, drömmar och drivkrafter.



*Figure 6. Vandra med andra*

Kartan visar vilka delar av Näsby vi vandrat för att ge oss forskare överblick på vilka delar vi besökt och vandrat i. Varje promenad är unikt utmärkt med färg och kartnål i kombination.

*We practice the art and act of walking. Walking is to the city what speaking is to language. Bodies follow the thick and thin, creating an urban text.* (Johansson and Sonesson, 2017). Vilket i vårt fall återkopplar till “dit medborgarna tog” oss blev berättelsen.

Det har varit en medveten strategi att inte direkt beröra klimatfrågor, för att inte låta alldeles för uppenbara, förväntade och välkända lösningar ställa sig i vägen för den framväxande förståelsen. Efteråt markerades varje vandring ut på en karta (se Figure 6). Metodmässigt handlar detta om att vi som designers sträckt ut tiden som en total öppenhet, ett medvetet icke medvetande, för att kunna fånga upp det vi i förväg inte visste fanns. Metoden fångar *det stökiga, sammansatta och spretiga* (se 7.4 nedan) som karaktäriserar området. Genom sin sammanfattande och spretiga form bjuder resultatet in till tolkningar, förståelser och erfarenhet som vi kommer att använda oss utav i det fortsatta projektet. Angreppssättet erbjuder medborgare “handtag” som bidrar till diskussion och att arbeta med sin framtida livsmiljö med fokus på klimatsmarta lösningar.

## **7.4 Det stökiga, sammansatta och spretiga**

*På dessa vandringar har vi mött en småbarnsförälder med kamphund, en eldsjäl som känner 160 människor boendes i området, lyssnat på en pensionär som kvällstid samlar och återlämnar kundvagnar, mött en rörelsehindrad musiker i en mångdimensionellt socialt utsatt situation som letar efter någon att tala med, beaktat en självutnämnd fotbollsdomare som samlar ihop till och styr upp spontana fotbollsmatcher på innerområdet, vi har sett hur naturen pinat ett träd, talat med en äldre man som regelbundet ber barnen klättra ner från träd och tak, vi har suttit på bänken under en frivilligt ordnad läxhjälpstimme, vi har talat med villaägare som vilat på sin kratta, vi har sett hemmet utanför hemmet, på ett ställe hade någon slängt en fimp, vi har mött människor på undantag som odlar grönsaker tillsammans men av helt olika skäl, vi har mött en flicka som bor där men sällan är här, vi har träffat ett par pojkar som inte vill bo någon annanstans, vi har uppskattat skillnaden mellan en kluven ek och en svarvad furustolpe, vi har hört*

*många som vet var gränserna går och vilka man inte bör passera, vi har sett hus som uttrycker vem som bor där, men mest likgiltiga hus, vi har fått veta att däckan får vara kvar, vi har upplevt den levande grönytan mitt i området där filter, grillar, dofter och sorl av olika språk bryts mot varandra, vi har stått lutade över ett staket till en människa som väntat på ett beslut i 8 år, hittat en bostadsförening som själva säger sig vara en del av lösningen, vi har sett den otämjda naturen från en utsiktspost, sett privat område skyltar där inget privat område finns. Vi har hört rykten om att vissa bara besöker området var fjärde år, förstått att behövande ungdomar ibland kan handla på krita i den lokala kiosken, vi har lyssnat till något som låter som en levande stad.*

## **7.5 Nästa steg**

I nästa steg, kommer Högskolan Kristianstad att fördjupa dialogen med de aktörer vi har etablerat kontakt med tillsammans med nya aktörer.

*En god medborgardialog kan stärka den lokala demokratin genom att fler röster får höras, besluten blir mer välgrundade och tilliten mellan väljarna och de folkvalda ökar. Samtidigt finns det en uppenbar risk att de personer som deltar i dialogen får oproportionerligt mycket inflytande, jämfört med dem som inte deltar, men som också berörs av frågan. (Boverket, 2021)*

Arbetsmaterialet *vandra med andra* ovan utgör en bred startpunkt för både fördjupade vinjetter och workshops inom utvalda specifika klimatsmarta teman. Vi kommer att sträva efter ytterligare utökade medborgardialogaspekter utifrån flera perspektiv.

- Medborgarnas deltagande och engagemang ökar planeringens legitimitet. (Boverket, 2021)
- Medborgarnas engagemang i samhällsutvecklingen och delaktighet i planeringen kan vitalisera den kommunala demokratin. (Boverket, 2021)
- Forskning visar att deltagande i olika sammanhang stärker sammanhållningen i samhället. (Boverket, 2021)
- Det gäller att få en blandad skara att delta i möten och andra dialogformer. (Boverket, 2021)
- I samband med kommunal planering används ett språk som är svårt att förstå för många.

- Den goda skyddande trögheten inom demokrati är frustrerande för snabba resultat, och dessutom inte transparent för varken tjänstemän eller medborgare, tex visionen kring ett nytt bostadsområde.
- Det finns en intressant konflikt och möjlighetsyta mellan den representativa demokratin och medborgarmedverkan.

Ovan punkter utgör delar av vad som kan komma att innefattas i vårt fortsatta arbete för att hitta och stärka formerna för klimatsmart medborgarmedverkan.

## 8. Conclusions

The Climate-Smart Näsby project began with the premise that there is increased pressure on cities to become more sustainable. With growing populations, the city's ability to provide sustainable social, economic and environmental solutions to citizens is becoming increasingly important. As part of the Climate-Smart Näsby project, this report has presented the findings of a state-of-the-art review, two workshops and interviews/photo walks with citizens. This report presents the initial results of the project while the results of the additional activities, to be carried out in the second year of the project, will be presented in a follow up report.

The reports from Kristianstad Municipality (SWECO, 2021; Johansson and Moberg Persson, 2021) and the reports from other Swedish municipalities (e.g., Eneqvist et al., 2019) make it clear that the pressure for increased sustainability, not only environmental but also social and economic, is a trend in Sweden. Many of the municipalities are actively engaged in projects aimed at increasing the sustainability of cities. In all these projects the importance of citizen engagement is apparent.

This trend is consistent with findings from our literature review of a broad range of disciplines (see Sections 1–4). As visualized in Figure 1, the municipalities are moving from a triple helix towards a penta helix model, suggesting that citizens and social entrepreneurs are becoming an integral part of sustainable development projects. This change, however, also means that the number of stakeholders the cities must engage with has grown, as has the problem of creating ways of engaging with them in a meaningful manner.

Many of the cities have adopted various ways of communicating with citizens and they are using these communication tools to engage citizens with sustainable development projects. Citizen cafes and citizen dialogues are prevalent. However, the literature warns that these tools can result in one-way communication – informing the citizen – rather than meaningful engagement through interactive two-way communication. The type of communication employed is closely related to the extent to which citizens are able to influence sustainable city projects. If citizens are merely informed, or if their input is not acknowledged and acted on within a reasonable amount of time, their engagement is negatively affected and their future engagement is at risk.

The importance of communication is highlighted in the interviews conducted with the inhabitants of Näsby. Citizen walks led to a nuanced understanding of the area, highlighting the multicultural and multigenerational richness of Näsby. A broad array of backgrounds is represented in the people of Näsby. The area itself has been identified as an area of interest by Kristianstad Municipality, and there are ongoing projects to reduce social segregation. When visiting and talking to people during the “inside view” initiative, we encountered an area full of life with a great deal of engagement, from individuals and in local initiatives, aimed at improving the quality of life within the district. Many people told us that they enjoyed the area on the whole, had lived there for a long time, gained lifelong friends and acquaintances, feel safe and had no plans to move. Problems beyond carbon dioxide efficient development, which is the scope of this project, certainly existed, which could be an issue for the Municipality when it engages with citizens about subjects, such as environmental issues, that they are not immediately concerned about. To offset this difficulty, new means of establishing long-lasting relationships and formats for participation and collaboration with the citizens to increase their engagement with sustainability-oriented projects become a necessity. Another challenge related to communication is the lack of a unanimous perspective as well as shared language regarding exactly what democracy is in relation to citizen participation. This means that in a project like this we also often talk past each other with various misunderstandings as a result.

The need for meaningful engagement also emerged in the two workshops, one with a group of students and another with researchers

from Kristianstad University. Participants were respectively encouraged to discuss how and why they would engage with such projects as citizens. The findings of the workshops suggest that people need to gain an immediate concern for and ability to influence a project that ultimately deals with carbon dioxide efficient community building. One suggestion to achieve this is to establish focused communication, that is, communication only about the specific project, not a general citizen discussion, and to take the multi-cultural context of Näsby into account. Another suggestion is to create incentives that facilitate communication via, for example, digital platforms and social media.

In addition to citizen engagement, the literature contends that sustainable city projects are multi-stakeholder projects that necessitate engagement with citizens and other stakeholders as well. By going through the academic literature and reports published by various municipalities, some stakeholder groups were identified. Using a basic power-interest grid, stakeholders were tentatively positioned according to their interest in the project of creating an environmentally sustainable Näsby and their power to influence the project. The stakeholder map is an initial attempt to identify salient stakeholders. It illustrates stakeholders whose engagement is important for the project to succeed, ranging from commercial actors within the area to community leaders. The map is intended to inform subsequent analyses and activities to be conducted in Work Package 3 of the Climate-Smart Näsby project.

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**THIS REPORT PRESENTS** the first results of our engagement in the research project Climate-Smart Näsby. Our involvement from January to December 2021 was two-fold: first, it entailed identifying potential stakeholders in the urban sustainable development of Näsby, the northern part of the city of Kristianstad (Sweden); second, it entailed

outlining citizen engagement possibilities for the project. The report highlights our reflections and lessons learned through literature review, document analysis, photo walks, interviews and workshops. After presenting the challenges cities face in their attempts to become more sustainable, the report emphasizes the importance of increased stakeholder engagement in sustainable city development projects. The report also illustrates some techniques for identifying and analyzing stakeholders and typical tools used to engage them. It discusses how the choice of method when studying citizens, and their engagement, can be a power factor leading to distanced view of citizens. It also highlights how understanding citizen engagement can be blurred due to different interpretations of what democracy means. The report presents a tentative stakeholder map for the project in the form of a power-interest grid. Reflections on photo walks/interviews with citizens are presented in concise and diverse forms that invite to interpretation, understanding and experience of being there.