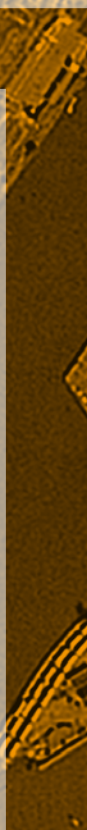




Göteborgs
Stad

INVITATION TO LAND ALLOCATION FOR FRIHAMNEN

PHASE



BECOME INVOLVED IN SHAPING THE FUTURE OF FRIHAMNEN

Frihamnen will meet the RiverCity Gothenburg Vision by shaping an inclusive and dense city district that embrace the water. Here, in the very heart of Gothenburg, we have a unique opportunity to develop the inner-city along and across the river. To achieve this, we are looking for a strong team of urban planners who in broad-based collaboration can be involved in the planning work and gear up for the first phase.

The task at hand will be exciting and challenging. The aim in the first phase is for at least 1,000 workplaces and 1,000 homes to be completed at Frihamnen in time for Gothenburg's 400th Anniversary celebrations in 2021. Part of the Jubilee Park will also be completed.

Our aim at Frihamnen is to create a greater degree of density than we have previously seen in Gothenburg. There is every possibility of developing an attractive, vibrant city district with at least 15,000–20,000 inhabitants and the same number of workplaces once the area has been fully developed.

The Vision highlights Frihamnen as a test bed for social sustainability issues – in particular with regard to the creation of housing that offers a good social mix. We need to work together to find new solutions to a problem that is common to many cities.

The key words in this task will be volume, quality and pace. As everyone is aware, this requires solid collaboration and a firm foundation – but also the courage to test new avenues. The City of Gothenburg will capitalise our strengths in all forms to meet the needs that exist and together with you as stakeholders we will create conditions that will allow us to utilise the full market potential of the area.

We welcome all of you who want to invest time and commitment and who share our high ambitions regarding the development of Frihamnen.

The development of Frihamnen is a long-term project and the journey begins now!



*Hanna Areslätt
Project Manager, Frihamnen, Älvstranden Utveckling*

OPEN TO THE WORLD – EVEN IN THE FUTURE

Following a competition in 1902, a decision was reached to build a large harbour at Tingstadsvassen. The first phase of this construction project was Frihamnen, which was inaugurated in 1922. Gothenburg now had its first harbour for deep-sea vessels.

The harbour had its own railway and more than 20 cranes for loading and unloading. The harbour was extremely important for the success of Swedish industry on the overseas market and through to the year of 2000, were over 200,000 tonnes of bananas were unloaded each year from vessels from Central America. The banana boats now dock at Skandiahamnen and instead foreign cruise ships can now be seen at Frihamnen. What are commonly known as the Banana quays are now the venue for concerts and the Swedish Touring Car Championship.

The basis for the development is the Gothenburg Vision and a dynamic framework for Frihamnen and parts of Ringön.

The location is unique. Within walking distance of the Central Station and the Nordstan Shopping Centre, a new city district will emerge. Here a dense, sustainable, vibrant city will develop, rich in diversity and in close proximity to water. It will be created through a wide range of activities and the involvement of numerous organisations, companies and individuals.

Conditions

- The proposal will make at least 1.5 million kvm (m²) Gross Floor Area (GFA).
- Phase 1 will comprise 300,000 kvm (m²) Gross Floor Area (GFA), equivalent to 3,000 homes and 2,000 workplaces.
- Of these, 1,000 workplaces and 1,000 homes will be constructed by 2021.
- At the same time, a Jubilee Park is planned along the waterside.
- Several schools and nurseries
- Tram and bus stops
- The land allocation in question represents one-third of Phase 1.

OVERALL CONCEPT

Frihamnen will be a part of a city district designed for everyone and will be in accordance with the principles set out in the Gothenburg Vision, which aim to connect the city, embrace the water and reinforce the centre. The development will be dense and with proximity to public transport, service facilities and shops it will present an opportunity for people to live their day-to-day lives without being dependent on a car. The waterside location and investment in greenery – generating life along the quayside and in parks – will make the area attractive to live in and visit. Frihamnen will function as a test bed for socially sustainable living. A key issue is how segregation will be counteracted. This means that priority will be given to those parties involved who are seeking to be instrumental in creating a mixed content with a broad variation in housing, activities and urban space.

The development of Frihamnen is an exciting challenge in what is a unique environment characterised by innovation and sustainability. The project will ultimately link together the city cores of Gothenburg across the river.

ARE YOU THE ONE WE ARE LOOKING FOR?

We are looking for developers to be involved that have the capacity to

- have a holistic view
- collaborate
- pursue local development planning
- teach and think in new ways
- create viable projects

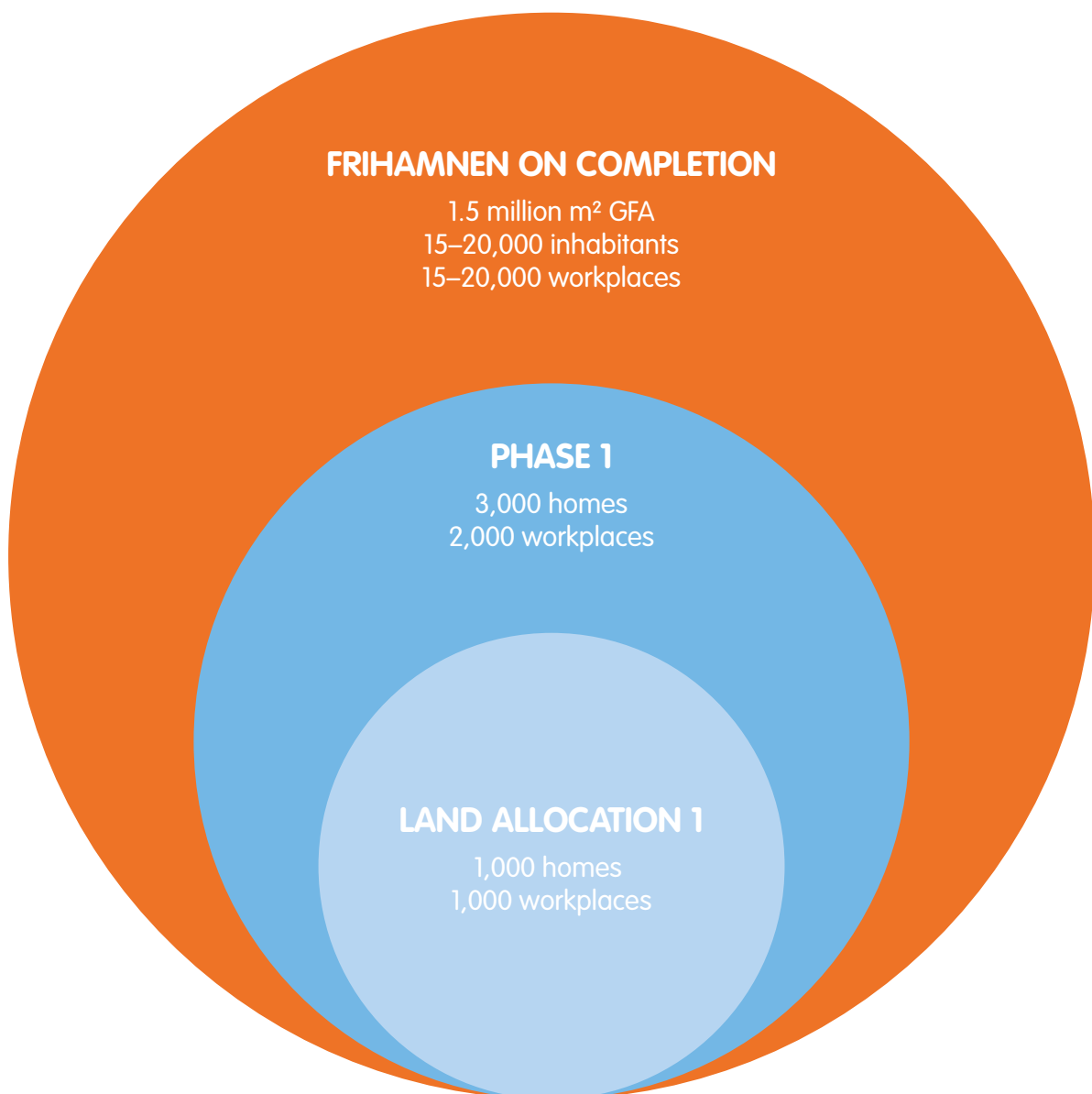
The basis for this joint endeavour is the broadly founded and accepted Gothenburg Vision and a dynamic framework for Frihamnen. The City of Gothenburg has set up an administration and a cross-company organisation in order to collectively address this task and to achieve the optimal outcome. The City has already invested in the area through infrastructure initiatives and the development of public activities, green areas and public spaces. The City of Gothenburg will throughout the whole process act as project manager and

contribute with all the available know-how, including sustainability expertise.

Openness and transparency will colour the Frihamnen process. For those stakeholders who do not wish or are unable to be involved in this first land allocation, there will be the opportunity

to follow the process in various ways, including reference groups, in order to enter the process effectively in a later phase.

To meet the needs of many of the parties involved, further Phase I land allocations will take place in conjunction with adoption of the local development plan.



FRIHAMNEN – STRATEGIC OBJECTIVES

The aim for Frihamnen is to create a vibrant, 24-hour city district. To achieve this, an even division between the night and day population is required. The division between residents and workers should be 50/50. In terms of GFA, the division is 60/40. In total, this amounts to at least 1.5 million m² GFA.

The overall expansion of Frihamnen is expected to take 15–20 years. The first phase is equivalent to a GFA of approximately 300,000 m².

Relatively wide-ranging expansion of public services is required, particularly schools and nurseries. This expansion will take place as the area develops. Broad-based expansion of shops and restaurants will also be necessary.

Businesses comprise primarily of offices with elements of retail and restaurants. Space will also be made available for museums, bathing facilities, regional functions, non-profit organisations and associations.

The sustainability targets at Frihamnen will also be developed and concretised. They will be based on the Gothenburg Vision, the municipal authority's other governing documents as well as the sustainability programmes that are being run by the participating parties. We will ensure that Frihamnen will generate the scope for the inhabitants to maintain a sustainable footprint in terms of climate, consumption and well-being.

ACTIVE GROUND FLOORS

Ground floor retailing and service provision in the area will be based on diverse commercial and physical prerequisites. This means that the development of content, profile, position and path will be adapted to public transport, housing, office space, parking facilities and proximity to water and recreation.

NEW BUSINESS MODELS – A KEY TO SUCCESS

If Frihamnen is to develop it is vitally important that new expertise and new views are incorporated into the process. That is why our invitation to you also includes your know-how and ideas. We are looking for stakeholders that not only contribute with valuable qualities in the urban settings but also innovative solutions – solutions designed to meet social needs, generate new social relationships and contribute to a transition to a sustainable society. It is a question of working together to develop creative business models with the aim of achieving a mixed city – models based on an economic totality and which can handle different concepts and solutions within the same totality. We are also open to models that extend beyond Phase 1 and Land allocation 1.

The ambition is to intersperse housing, businesses and service facilities in all parts of the programme.

Proposed division between housing/workplaces:
Approximately 60/40 (1,000,000 m² GFA/600,000 m²)

Workplaces, division:

- 60% private – retailing, commercial, restaurants
- 25% public services
- 10% strategic buildings
- 5% non-profit organisations/churches etc.

Housing, division:

- Tenant-owned properties 50% (500,000 m² GFA)
- Rental properties 50% (500,000 m² GFA)

The target is thus 50/50, although we would be pleased to see other alternative forms of tenure.



LAND ALLOCATION POLICY – GENERAL REQUIREMENTS AND SELECTION

CITY OF GOTHENBURG LAND ALLOCATION POLICY

The Land Allocation Policy applies to all allocation of land owned by the City of Gothenburg or by Älvstranden Utveckling. This means a selection model is applied which is linked to the following aims:

- Housing diversity
- Social sustainability and social undertakings
- Ecological sustainability
- Mixed use premises
- Market competition and diversity
- Economic conditions and stability of property developers

The selection is made based on general requirements and assessment criteria as well as criteria and demands formulated in accordance with project-specific needs at Frihamnen. There is a high level of ambition, both with regard to the target and the timetable.

In order to achieve the strategic objectives for Frihamnen, the following selection principles are applied:

- The general assessment criteria should be satisfied
- The potential of the party involved to contribute to the achievement of the project-specific requirements will be assessed.
- Diversity will be achieved and all criteria will be covered – this requires several parties that complement each other. The composition of the team is based on how well the prospective consortium members can work together to meet the objectives and with a specific focus on a dense, mixed inner city and socially mixed housing.

GENERAL REQUIREMENTS AND ASSESSMENT CRITERIA

Social sustainability and social undertakings

It is assumed that companies that construct properties for rent will sign a collaboration agreement with the City Authority with regard to allocation of apartments to households with

special needs. In those cases where the party in question has already signed a collaboration agreement, reconciliation will take place to determine whether the party has met the requirements in previous projects. The City Authority will also demand that housing with specific service provision is integrated with other housing.

As part of the selection process, an assessment will be made where it would be of merit if the party could demonstrate that it is working systematically with social sustainability through the assumption of social responsibility and with consideration given to social, ethical and environmental aspects.

Ecological sustainability

The project will be run in accordance with the requirements laid down in the City of Gothenburg programme for environmentally adapted construction. As part of the selection process, the parties' ability to implement projects in accordance with this terms will be assessed. This applies to those that are interested in building.

Mixed use premises

Applications that apply to different types of mixed use premises will be assessed based on each individual party's ability to implement the activity in question. The parties' capacity to create ground floor mixed use premises will also be assessed.

Market competition and diversity

The City Authority will as part of the selection process endeavour to promote good competitive conditions with the aim of achieving a diverse range of developers, among other things by mixing large and small developers and through a substantial variation in construction.

LAND ALLOCATION PRINCIPLE

A party will be allocated land in the area for a specific purpose (housing, offices etc.). However, at this initial stage it has yet to be decided where in the area land will be allocated. Based on the party's wishes and business models, as well as the general requirements of

the City and the project-specific requirements at Frihamnen, a preliminary block of land will be allocated. The party is guaranteed minimum construction rights based on the volume applied for. Further construction rights can be acquired as a bonus if the work carried out is deemed to be of high quality.

CONSORTIUM

A consortium will be established, made up of the companies selected as part of the land allocation process. The consortium will be governed by a collaboration agreement and a consortium agreement.

Further details about the organisation of the consortium and collaboration can be found on page 19.

PRICE INDICATION

The price of land at Frihamnen will be based on an independent valuation. The construction rights will be sold at market price. Terms and conditions that are considered to have an impact on the production cost over and above what is normal could influence the price.

The independent valuation takes place based on the location price method, where comparisons are made with the sales prices of comparable entities as far as possible. As a complement, an indirect location price method (construction right calculation) is used where the construction right valuation is calculated on the market sales price reduced by construction costs, development profit and project risk.

The price model means that the land value is linked to a market sales price. The starting point in the model is that the land value will to a certain extent follow the price trend for tenant-owned properties.

In conjunction with the signing of the land allocation agreement, an independent valuation will be made which forms the basis for the indicative prices. The final valuation is made in conjunction with transfer.

PHASE 1 COMPRISES SEVERAL STAGES

Available land for allocation at Frihamnen in Phase 1 represents around one-third of Phase 1. The aim is to as quickly as possible achieve the target for Frihamnen – a dense, socially mixed inner city. If we lack key elements to achieve the target in

the responses received to our first invitation, this could result in smaller land allocations as early as this autumn. If, however, we see that there is a possibility of achieving the aims more quickly in the current round of applications, it could be the right time to expand land allocation to half the land area. The next planned land allocation phase will follow completion of the local development plan, which according to the timetable is 2016/2017.

SELECTION PROCEDURE

Selection will be made by a group comprising representatives from the City of Gothenburg through, among others, the Property Management Administration, Älvstranden Utveckling and the City Planning Authority, as well as external key experts linked to urban development, innovation and sustainability. There will also be a reference group made up of representatives from stakeholder organisations who will follow the work process closely.

A decision about who will be allocated land will be made by the Älvstranden Utveckling Board of Directors following consultation with the Property Management Committee. The decision regarding land allocation as well as the underlying official statement, complete with reasons for the decision, will be made public. All parties that have applied for land allocation will be notified of the outcome of their applications once the decision has been reached.

After a land allocation decision has been reached, a land allocation agreement is signed which regulates the terms and conditions of the land allocation.

All information about the application and submission of the application is provided via goteborg.se/markanvisning

TIMETABLE FOR THE LAND ALLOCATION PROCESS

- 15/10 – Submission
- 15/11 – Selection
- November – Consultation with the Property Management Committee/decision by the Board of Directors on 24/11
- November – Land allocation decision
- December – Consortium in place

PROJECT-SPECIFIC REQUIREMENTS – SELECTION CRITERIA

In the enclosed application you will, apart from answering the 'General requirements', have the opportunity to indicate which criteria you satisfy. In text form you can also describe and provide references that demonstrate how you intend to satisfy the criteria and requirements.

The project-specific requirements comprise:

- 'Content and variation' – criteria that contribute to satisfying the aim of creating a dense, varied city.
- The team – areas of expertise, reference projects and collaborative capacity that will contribute to the totality.
- Innovative concepts/ideas that contribute to achieving the vision.

CONTENT AND VARIATION

Being able to contribute to developing a dense, socially mixed city. We are looking for parties that have tested or jointly developed new business models and have worked together with other complementary parties – or are prepared to do so – in order to make a genuine contribution to developing a mixed city.

What do we mean by a dense and varied city at Frihamnen?

- Many people in the same area.
- An even division between apartments for rental/tenant-owned apartments.
- Building density (building height and distance between the buildings).
- Variation in function, design and character.
- Different creative expressions will give Frihamnen luminosity.
- Variation between residential/non-residential (60% and 40% GFA) to create an even concentration of people over a 24-hour period.
- A good mix of operations: retailing, restaurants, leisure, culture, municipal services and sports facilities.
- The potential to complement and change over time.
- A considerable social mix in public spaces and in additional housing premises.
- Housing diversity in terms of apartment size, type of housing etc.

What we consider to be key selection criteria

Economic variation. Not one but several stakeholders will each assume responsibility. We are looking for stakeholders that can satisfy many

different target groups with different payment capacity levels.

Frihamnen is a test bed. Here everyone will be involved in developing new concepts and new, creative business models. Housing diversity means different forms of tenure, price categories, size and number of rooms, design or location. Special forms of housing, such as student apartments or apartments with enhanced accessibility, are important, as are senior housing and housing with special service provision.

New concepts and development ideas related to diversity in the housing stock are sought, such as cooperative planning groups or other new housing concepts.

The selection should satisfy the needs of the market. Not just planning in accordance with a standard or average value but also in the light of the variation that exists: large families with children, different family groupings, single-parent families and multi-generational households.

For services and businesses this means a differentiated range of premises in terms of operational orientation, profile, size, design, function, accessibility and pricing in order to open up the potential for a rich and varied activity base in the area. The starting point should not be the needs of each building or block. Instead, offices, shops and restaurants should be adapted to the physical and commercial conditions, zones and communications.

Flexibility over time. Expansion of retailing and service provision will probably take place in stages. Solutions for creating flexibility on the ground floor level, as well as joint utilisation, will contribute to ensuring that there is life in the area both day and night. Design of meeting points and life between the buildings, references/ideas for content, function.

Openness to 3D property use that can provide variation in businesses, services and content, will make it easier for businesses to flourish and for the content to "flow out".

Openness to a varied property division within the blocks with a mixture of parties and different types of operational categories. Experience of developing multiuse properties is sought.

Smart city logistics solutions open up the potential for dense urban environments. Solutions are required to meet the future needs regarding incoming goods but also to minimise outgoing waste from the area – through increased recycling for example. Solutions are needed that meet the mobility needs of the future with low parking levels.

Solutions for how green settings can be utilised to deal with surface water, complemented with green roofs, rain gardens, detention storage etc.

Solutions for how greenery can be utilised multi-functionally – as noise barriers for example.

THE TEAM

In the application we would like you to name key individuals and areas of expertise, present your envisaged organisation and provide us with reference projects.

We are looking for stakeholders that demonstrate a distinct developmental drive and the capacity to collaborate in groups with other parties in complex urban development projects, preferably with experience of being involved in local development planning, and to create the conditions for viable projects.

The power to implement and the capacity for innovation and collaboration will be assessed.

INNOVATIVE CONCEPTS AND IDEAS

Here you are asked to provide details of reference projects, development work and the cutting-edge expertise that you have within the company, or which you are involved with, and which can contribute to the development of Frihamnen. This can cover different areas, including the following.

Ecological sustainability

Solutions for mobility, integrated energy design, management of stormwater etc.

The climate issue challenge

Rising water levels and the risk of flooding.

Social sustainability

Solutions for health-promoting measures in the physical environment that promote a healthy lifestyle.

Communication

The development of a new identity for the area and the marketing of the area.

Implementation

Successful leasing, development of meeting places, construction in water etc.

The evaluation will be based on how well your ideas/solutions contribute to the achievement of the Vision and how your proposed strategies and working models can be applied.

FRIHAMNEN PHASE 1

Phase 1 comprises 3,000 apartments, 2,000 workplaces and sections of a park. The aim is to have at least 1,000 homes, 1,000 workplaces and what we call the Jubilee Park, ready in time for the celebration of Gothenburg's 400th Anniversary in 2021.

Frihamnen Phase I

It is proposed that the first phase of Frihamnen will comprise 3,000 apartments and 2,000 workplaces. The division between apartments for rent/tenant-owned apartments is 50/50 although we would like to see an increase in the proportion of apartments for rent. We would also like to see other forms of tenure.

Target – apartments for rent

The RiverCity Vision states that everyone should have the opportunity to live in RiverCity. A major problem in achieving this is that the current rent levels for newly constructed homes prevent many people from applying for an apartment. To make it possible for the majority of people to apply for an apartment with the current level of income as well as current rules and housing benefit levels, an average apartment must have a rent of approximately SEK 1,000/m² metre/year. As it is difficult to produce an apartment at this rent level, other ways of subsidising housing of this nature need to be found. We believe that this is possible through a variety of business models, where different forms of tenure and/or mixed use premises will contribute to subsidising the lower rents in order to achieve an acceptable financial balance for the project as a whole. We also believe that what is termed 3D property use could be necessary in order to run a successful project.

The following targets are stated in SEK/m² per year and at the current monetary values and rent levels for an average 70 m² apartment.

- 25% – SEK 1,000/m²/year
- 25% – SEK 1,400/m²/year
- 25% – SEK 1,850/m²/year
- 25% – ?

Construction of apartments for rent will be regulated in such a way that it will not be possible for the apartments to be later transformed into tenant-owned apartments.

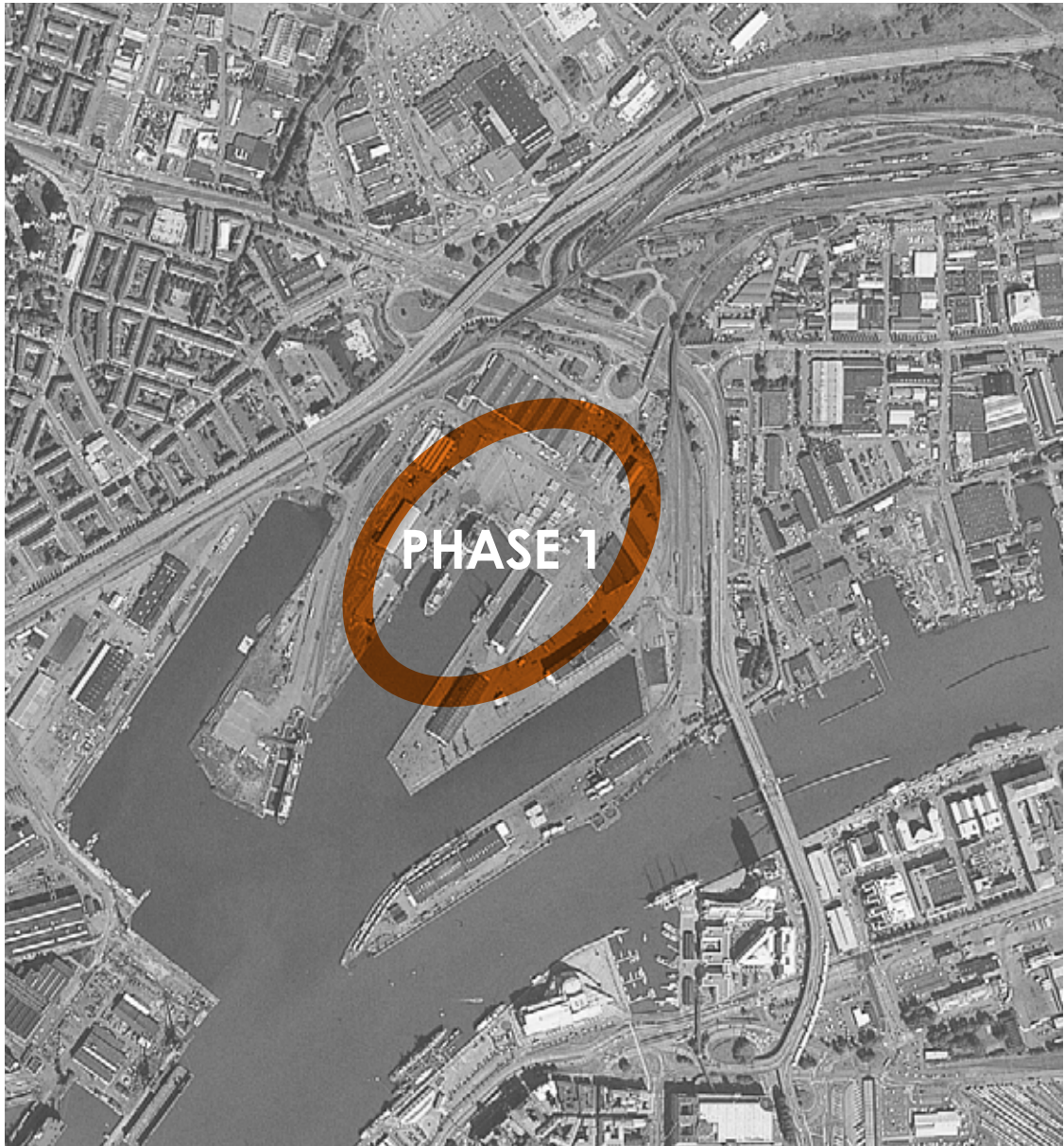
We are looking forward to receiving creative proposals for solutions to achieve the objective of a diverse housing stock.

Public services

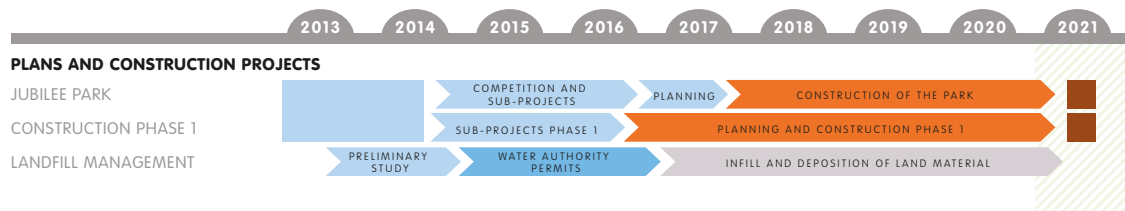
The expansion of public services will keep pace with the expansion of the district as a whole.

Prioritised areas are:

- There are plans for two units with six departments – a nursery school plus a school covering preschool up to third grade, 200 children.
- Two units with a preschool, eight departments
- Two schools, grades 4–9, for 500–550 students
- A home for the elderly will be incorporated into the first local development plan.
- Homes for people with disabilities will be included in land allocations for homes for rent.
- This phase will also include the first part of the Jubilee Park.

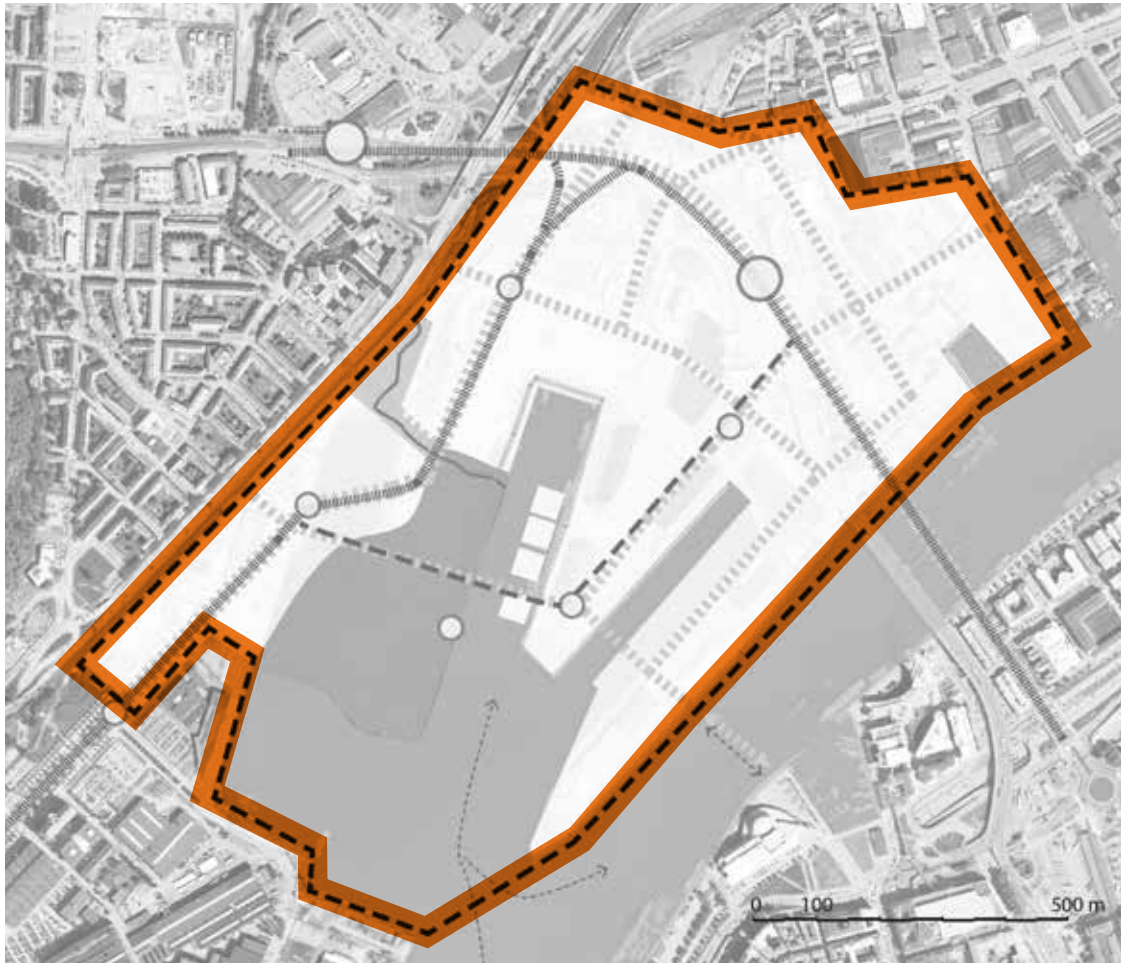


TIMETABLE PHASE 1



CONDITIONS

The starting point in the work at Frihamnen is the RiverCity Vision and the programme for Frihamnen and parts of Ringön. Mobility, climate adaptation and retailing are examples of issues that will need to be developed on an ongoing basis.



INFRASTRUCTURE

A new public transport stop for 2020 at the bridge abutment. The bus stop at Frihamnen for the number 16 service, Gul Express, and a further bus service will already be in place in December 2014. With effect from June 2015, Frihamnen will also be served by a fully electrified bus as part of the project, Electricity.

MOBILITY SOLUTIONS

At Frihamnen there are conditions for creating an area with sustainable mobility and logistics solutions that are based on pedestrian traffic, cycle traffic and public transport, supplemented by different solutions involving bicycle pools and car pools.

The inward and outward transport of goods at Frihamnen will be based on common solutions that contribute to a dense, sustainable city. Experience from the Microterminal at Lindholmen will be utilised and developed at Frihamnen.

To avoid overloading the city's outlying traffic infrastructure, the scope for private motorists will be limited at Frihamnen. Priority will be given to parking for the disabled and visitors rather than private parking. The aim is that in the future there will be a maximum of 3,000 parking spaces throughout Frihamnen.

INTEGRATED ENERGY DESIGN

To meet the City of Gothenburg environmental objectives, only low-energy buildings will be constructed at Frihamnen. The base level for homes is the passive building requirements according to FEBY 12 with the equivalent levels for non-residential premises. Together with all stakeholders in the energy field in Gothenburg we will work to produce a system for an integrated energy design – a design where low-energy buildings will be linked intelligently to the municipal system in order to achieve a minimal carbon footprint. This requires the development of construction technology, systems, local energy production and business models.

WASTE

Joint solutions that go beyond A2020 (the Gothenburg Region Waste Plan) for dealing with waste and utilisation of resources from a life cycle perspective.

LOCAL MANAGEMENT OF SURFACE WATER WITH THE AID OF GREENERY

There are good conditions within Frihamnen for dealing locally with surface water in an environmentally sound and economical way and using the water as a resource and as an addition in the urban environment. We will produce joint solutions that clean and deal with surface water in the area and by doing so avoid burdening the City's surface water system.

We will also work to produce joint tools to measure green benefits in the area. Green benefits are a combination of qualitative greenery (the promotion of biological diversity for example) and quantitative greenery (area and the type of material for infiltration). The aim for a dense, mixed city is to have a green benefit factor of at least 0.5.

Systems for following up and verifying performance of sustainability objectives through certification of buildings and city districts will be formulated/decided jointly by the consortium.

TEST BED/R&D FUND

As Frihamnen will be a test bed, an R&D fund will be created to which each of the consortium members will contribute. The fund will in turn contribute to supporting different development projects in the area. A further aim is for the investment in the fund to be 'geared up' with the aid of funding from Vinnova, Formas and the EU.

PLACEMAKING ACTIVITIES

Through collaboration that will extend across the different administrations, the City has joined forces to commence development of public operations, green areas and public spaces with the aim of realising the RiverCity Vision with active, common spaces and urban life around the river. This method has been 'place shaping activities'. We will continue to work with value-creating activities in the future development of Frihamnen.

The Jubilee Park is an example of the ambition, together with the new consortium, to construct a general meeting place. The park will be 10 hectares in size, of which Phase 1 will be two hectares. The Jubilee Park will be inaugurated at Frihamnen in time for Gothenburg's 400th Anniversary celebrations on June 4, 2021. It will be a meeting place for everyone, characterised by biological diversity and proximity to water. Beside the park there will be a bus stop that will make the area more accessible for more people. Further examples are "Badkultur" (Bathing culture), an outdoor swimming pool that will be a distinct visual marker and an all-year-round meeting place in the area, as well as a sailing school and at the 'Future' playground.

Art and culture will contribute to creating identity, context and change. One per cent of the production cost will be allocated to artistic decoration/creation in accordance with the decision reached by the City Council in 2013.

PATH AND SPACE SYNTAX ANALYSIS

During the autumn, a space syntax analysis will take place to map future paths and flows within the area. In order to achieve the strategic objectives, it will be crucial to develop solutions in order to ensure that the retail trade and services function from the outset. Phased expansion of commercial and social services will need to be developed.

LOCAL DEVELOPMENT PLANS

Several local development plans will be produced to realise the development of Frihamnen. Frihamnen will be expanded and developed over a long

period, 2030–2040. It is important that the local development plans that are produced will provide scope for this. Flexibility over time in terms of use and design ought to be sought as far as possible.

RIVERCITY VISION AND DYNAMIC FRAMEWORK FOR THE LOCAL DEVELOPMENT PLAN

Based on the RiverCity Vision adopted by the City Council, a proposal has been produced that shows how the physical environment will be designed and regulated at Frihamnen. The programme and the RiverCity Vision are key documents aimed at ensuring a totality over time.

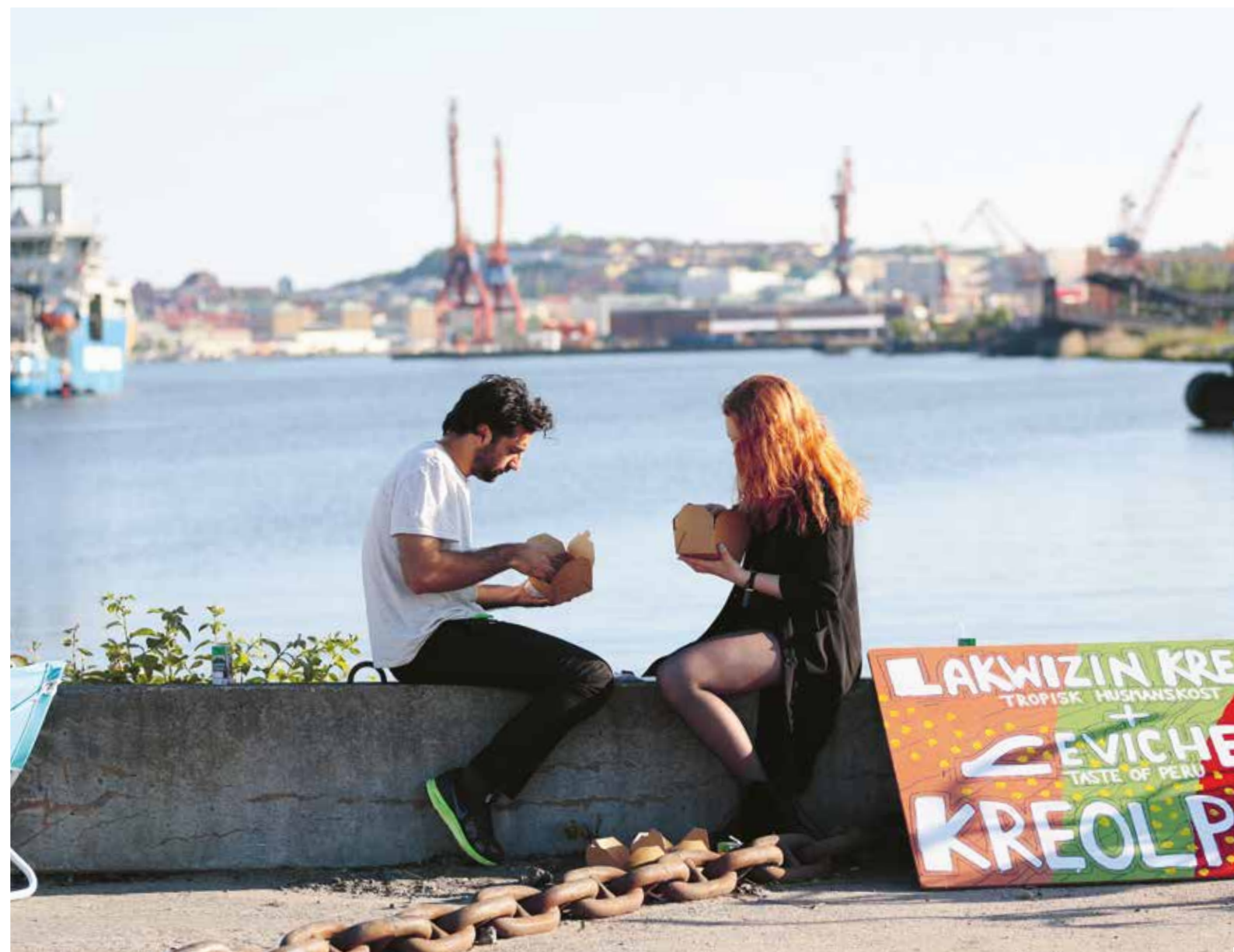


CONNECT THE CITY – Frihamnen will be a district for everyone and will be attractive to young and old alike, including families with children. A dense development with public transport, shops and service provision in the immediate vicinity will provide the scope for day-to-day living without reliance on a car. The development of good connections will ensure that Frihamnen is linked to the other districts in the city and will become part of Gothenburg inner city. Segregation will be counteracted by having a dense city district with a wide variety of housing, businesses, retail and food establishments and urban spaces. Frihamnen will be a living space for everyone in the city to visit.

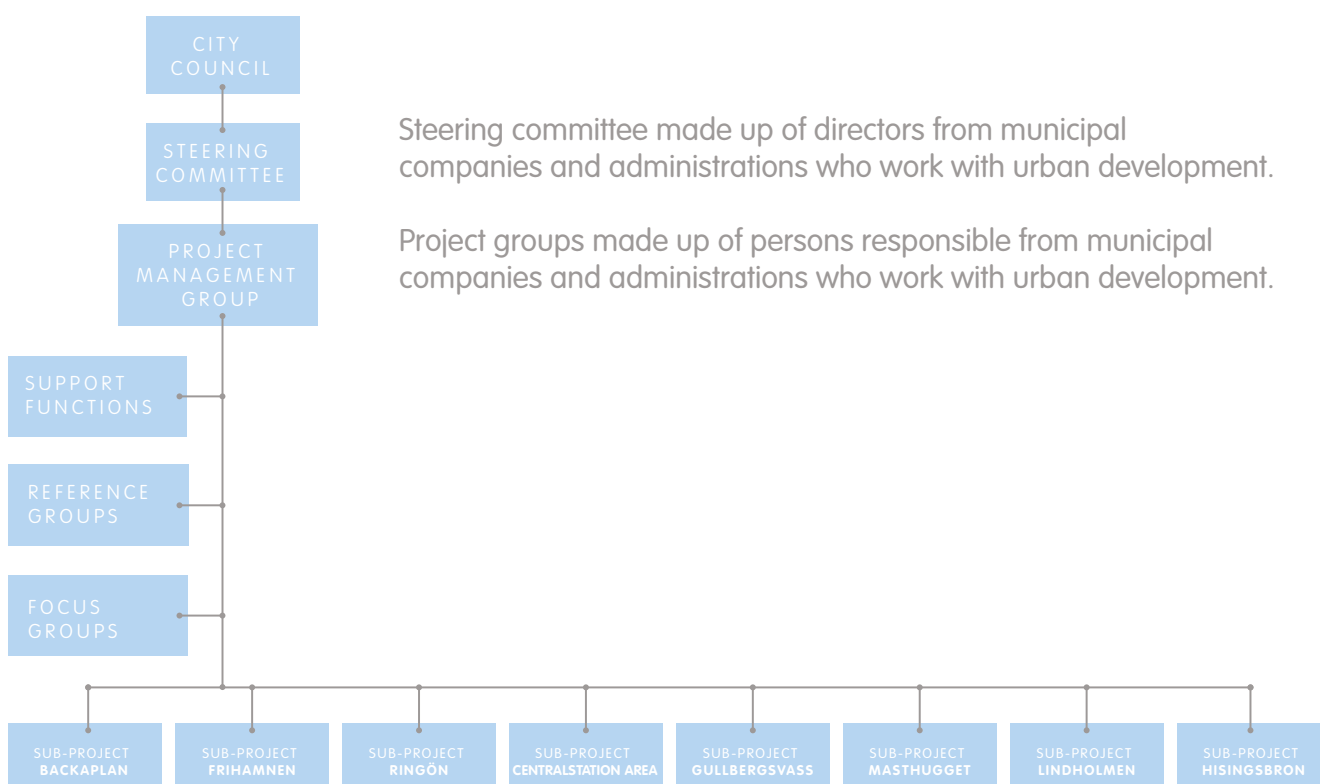
EMBRACE THE WATER – Frihamnen will be a green, sustainable city district. The quays and the water will be available to everyone and surface

water management will be integrated into the urban spaces. The stream, Kvillebäcken, will be channelled through Frihamnen, following a green, meandering course down to the river. There will be small boats, areas in which to stroll and relax and an abundance of activities along the quays and banks.

REINFORCE THE CORE – the construction of Frihamnen will result in an accessible, dense, varied city with several hubs that will allow the inner-city to grow and extend across the river. With a strong core in Gothenburg, we will stimulate growth towards an increasingly robust, diversified economy that could in time reinforce the whole of West Sweden as it faces the challenges that will emerge in the future.



PROJECT ORGANISATION RIVERCITY



The work at Frihamnen is coordinated by Hanna Areslätt, Älvstranden Utveckling, and Mia Edström, City Planning Authority.

INTERACTION AND ORGANISATION

The task of planning Frihamnen will take place through broad-based collaboration between the City of Gothenburg and stakeholders. The undertakings will be divided equally.

Consortium

A consortium will be formed for the implementation of Frihamnen. The consortium will be arranged in the form of a working group with a representative from each body. The work will be led by a representative from Älvstranden Utveckling. A steering committee will be set up where questions and decisions can be highlighted as necessary. The remit of the working group is to create conditions for a local development plan that has already taken legal effect and with construction scheduled to commence no earlier than 2017.

During the first few years, the focus will be on producing a local development plan for the area. This will also include certain inquiries and an architectural competition. How the work will be shaped and how the different issues will be processed will be decided jointly within the consortium.

After the consortium agreement has been signed, there will also be agreement on a budget for the inquiry work through to adoption of a local development plan. The budget will include coordination, surveys, programme work, communication and sustainability work. Based on experience, the

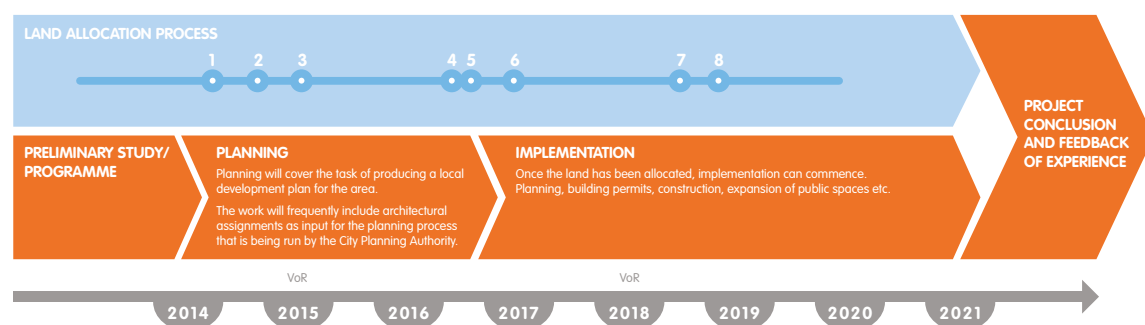
budget is estimated to be SEK 20–25 million, which will be split between the consortium members. Resources in the form of public relations experts, administrators and digital support will be funded jointly by the consortium. In addition, there will be the working time for the participants in the working group and steering committee. The work will be equivalent to 1–2 full-time positions for each party involved over a two-year period.

City organisation

The Consortium will be lead by Älvstranden, which is part of the municipal RiverCity organisation. The municipal organisation is presented on page 18. This steering committee will be headed by the City Planning Authority.

Forms of collaboration

We will work together to develop Frihamnen through continuous learning during the planning process. The starting point for the work process is the 'Urban Development Model'.



PLANNING PROCESS

AUGUST-DECEMBER 2014 PROGRAMME COMPETITION/PARK/CITY PLANNING
DECEMBER-FEBRUARY 2014/2015 INVITATION/SELECTION COMPETITION
MARCH-JUNE 2015 WORKSHOP/COMPETITION
OCTOBER 2015 CONSULTATION PLAN
JUNE 2016 EXHIBITION PLAN
DECEMBER 2016 ADOPTION PLAN

AGREEMENT

1. PLANNING AGREEMENT
2. LAND ALLOCATION AGREEMENT 1
3. CONSORTIUM AGREEMENT
4. DEVELOPMENT AND LAND ALLOCATION AGREEMENT
5. DEVELOPMENT AGREEMENT WITH THE CITY
6. LAND ALLOCATION AGREEMENT 2
7. DEVELOPMENT AGREEMENT WITH PROPERTY DEVELOPMENT COMPANIES
8. LAND ALLOCATION AGREEMENT 3



Cooperation could apply to production of ideas, financing or actual implementation and could therefore vary in form at different stages in the process.

FINANCES

The conditions for developing the area are challenging. Development of the area means that all the quays will be demolished and rebuilt, land areas will be decontaminated and the majority of the area will need to have reinforced foundations with piling in different forms. An early, rough development calculation for Phase 1 has been made and the figure arrived at is approximately SEK 1.5 billion.

The calculation includes:

- Decontamination
- Demolition
- Reinforcement and landfill
- Construction in water, quays
- Land
- Trams, including piled decking
- Park
- Bridge

However, the focus should not be purely on the initial cost. The central location of Frihamnen and the character and benefits that the completed area will contribute also mean that there will be excellent potential for generating a good level of income – particularly through the homes that are planned. We will naturally work together on future development calculations and the consortium has joint responsibility for finding a way forward that will make the project viable.

FRIHAMNEN INQUIRIES

Completed inquiries

(In addition to the inquiries that are being carried out within the framework of RiverCity.)

Delimitation, Environmental Impact Analysis
Social Impact Analysis
Child Impact Analysis
Cultural Environment Base
Memo, Water Issues
Constructability and Overall Finances (calculation)
Detailed Calculation, Phases
Geotechnical Specification
General Stability Survey
Overall Specification, Land Contamination (River-City)

Current inquiries

Space Syntax Analysis, Backaplan-Frihamnen (City Planning Authority/Property Management Administration/Älvstranden Utveckling/Traffic and Public Transport Authority)
Staged Calculation of Time, Cost and Revenue (Älvstranden Utveckling/Property Management Administration)
Landfill Management (Älvstranden Utveckling)
Bathing Inquiry (Älvstranden Utveckling/City Planning Authority)
City Fair/Leva 2021 Inquiry – City's 400th Anniversary (City Planning Authority)
Track Inquiry (Traffic and Public Transport Authority)

Future inquiries

Parallel Assignment/Competition for a City Plan and an Urban Park
Mobility/Parking (Green Transport Plan)
Detailed Retail Inquiry
Detailed Geotechnical Inquiry
Detailed Land Inquiry
Detailed Noise Inquiry
Detailed Air Quality Inquiry
Detailed Surface Water Inquiry
Local Climate
Climate Adaptation
Risk Analysis
Gothenburg Office Space Inquiry
and others.

