

Integrated Action Plan for Urban Resilience**1. Introduction**

For the city of Malmö, the concept of urban resilience provides a new framework to renew and rediscover a new way to promote community engagement, from consultation to co-creation. The city of Malmö, with its established profile as a city of knowledge, economy and innovation, is facing pressures for new housing that satisfies the needs of new residents and especially families. The urban resilience framework allows searching for new ways to create a sense of place and a sense of community from the bottom up and establishing new collaborative relations between the city and its citizens.

With a realization that new ways of engagement are required, especially for the creation of new communities and a sense of place, the city of Malmö proposed as an experimental site the Segepark area in which to establish new developments and create a test-site for the bottom-up co-creation of new developments and a sense of place. The reason for choosing an experimental approach as a means to design for urban resilience is that in this way, the lessons from the Augustenborg district will be capitalized on, and together with the creativity of the new citizens and policy officers, the city of Malmö will create new meanings and new urban configurations in the area.

The area of Segepark is a rich green space, with urban gardening and urban agriculture patches, pathways in the forest for active sporting as well as for strolling, an area that was used by a psychiatric hospital for rehabilitation. It is now in the city's ambition to repurpose it as a new housing district. Segepark is a very attractive location in terms of accessibility and connectivity to the city, with the presence of an autonomous grid (that can be utilized for low-carbon energy district technologies) and high quality green spaces appropriate to be used in multiple ways including recreation, community strengthening and agriculture/gardening activities. The plan has been to have 800 dwellings by 2020 and 45 terraced buildings, with the city owning the land and the existing buildings.

2. Current Situation (stresses and shocks)

To be completed by 15 September 2017

- Description of policy challenge using the urban resilience lens
- Note: The stresses and shocks faced in your city are already described in Phase I Baseline Study. You can adapt what you have already written there.

As all the elements for a seemingly ideal location are present in the Segepark, the great challenge remains how to create a new community by attracting new residents

while engaging them in establishing a new sense of place and community in a currently largely overlooked area. But this is not the first time such a challenge appears in Malmo. The example of Augustenborg has been inspirational for the city of Malmo and other European cities and the lessons learnt over the past decades have been celebrated and illustrated. Augustenborg can now constitute a basis of good practice to build upon and extend while experimenting with new approaches in the Segepark.

During the first phase of the RESILIENT EUROPE project, open dialogue and coproduction between policy officers from different departments of the city and consultants resulted in an open investigation into the benefits and limitations of choosing the Segepark area as an experimental site for planning and co-creating for urban resilience. In addition to the recognized potential lessons for the whole city of Malmo from working in the Segepark as an urban living lab, the area can also be a lighthouse project for implementing the Environmental Program for the City of Malmo (2009-2020) that aspires to more efficient energy consumption, low-carbon energy systems, sustainable urban development, a cleaner and quieter city with green and blue amenities developed and overall, a pleasant living environment for everyone.

In line with this, the local group of the city of Malmo, pointed out that the greatest benefit and challenge for establishing an urban resilient Segepark area is a learning-by-doing approach to ensure that multicultural diversity, transformations in needs and lifestyles over the long term and appreciation of the areas' assets (accessibility, good infrastructure, good quality green spaces) are considered, capitalized on and possibly amplified with new ideas and community-based innovations.

Currently most Swedish municipalities do not set consumption-based emission targets in their environmental policies. The city of Malmö for example currently has a target of achieving 100% renewable energy supply by 2030. While this is a great ambition it will not be sufficient to realize a sufficient decrease of greenhouse gas emissions, if the individual lifestyle does not change drastically. There is a strong need of decreasing consumption based emissions and of examining, testing and developing strategies of how to foster more sustainable individual lifestyles.

The inequality in Malmö leads to a strain on various areas of society. Malmö sees an increase in segregation, leading to differences between different geographical areas. These areas are characterized by factors such as low education, high unemployment, low living standards and confirmed lower life expectancy. These factors are influenced by each other and are connected. There is a great pressure on the City of Malmö. The population growth leads to a greater pressure on different parts of the causes.

There is a need for a holistic perspective. We cannot view the different problems as individual problems that in turn require individual solutions. To create an equal society requires a holistic perspective on both solutions and problems in order to meet the challenges of the unequal society. We are aware that this is a complex issue and that it is impossible to anticipate and plan for all kinds of possible scenarios.

Instead we need to build a resilient and flexible system, capable of adapting to the conditions with the aim to create an equal and sustainable society. Based on this holistic approach we see the challenge of providing possibilities for a climate-smart and healthy lifestyle as tremendously important.

The social inclusion and especially the self-reliance aspect of resilient people are important parts of why the co-creation and community-building aspect of the *Urban Living lab*. In Sweden people rely heavily on institutions in emergency situations or long term stresses. Institutions focus on their own responsibility on building capacity to manage the undesirable events. The challenge in Malmö and in Sege Park is to move some of the institutional reliance to a citizen-based self-reliance. Making people more resilient is to a great extent a matter of using resources that are available in society more effectively. One way to do that is by sharing the existing resources.

Malmö is currently facing social stress that derives from urban poverty, unemployment and the feeling of being outside of the community. Also Malmö is under ecological stress that comes from wasting resources and facing the effects of climate change and other ecological threats due to this waste. **A sharing economy would address both the ecological and the social stress and therefore help create social and ecological resilience. The possibility to share resources with others would be a great help for those that lack work and a proper income and therefore cannot possess themselves all the resources that they need. It would also mean that less resources are being used which makes the community more sustainable.**

In Malmö we lack infrastructure for sharing. There is also a lack of knowledge of the existing possibilities for sharing, lack of time **to engage in sharing activities**, lack of sense of belonging to a community and feeling engaged. **Both the latter problems would be addressed if people were to be a part of a sharing community that would bring them together, giving them the opportunity to get to know one another and feel more like a family. Sharing activities help create trust, safety and a sense of belonging to the community which is crucial when it comes to accomplish social resilience.**

3. Working for urban resilience in urban living labs (co-creation, description of process in ULL = TM)

- Description of the objective of the integrated action plan. In our project the overall objective is to strengthen urban resilience. In this part you have to include your objectives in working for urban resilience.
- Note: The definition of urban resilience, the approach we are taking at project level is identified in Phase II proposal and concept note. In your baseline study you have identified objectives that you may want to revisit.
- Description of the process. Here we need the description of the methodology used to produce the integrated action plan. Here you can write with your own

- words about Transition Management and the Urban Living Lab, describe your urban living lab location and an overview of the workshops you had within it.
- Note: You can find the description of the urban living lab and transition management again in the Phase II proposal and concept note.

The very basic meaning of urban resilience in the context of Malmö and Sege Park, at least in the local support group's (LSG) point of view, is that **Malmö is resilient when it resists, adapts to, manages, recovers and learns from undesirable sudden events or continuous stresses.**

A quote from a participant of the local group in Malmö points to the relation between resilience and sustainability for urban development: "Resilience is a way to make sustainability applicable by thinking of shocks and stresses in a specific way, shifting from avoiding them to ways to bounce back and survive" (Malmö local group participant, 04.12.2015).

The relation between resilience and sustainability is crucial when trying to understand how the actual policy structures and political system addresses resilience, because resilience is not a broadly (at least explicitly) used term in Malmö. Through the city's physical development processes with ambitious sustainability goals, the LSG argues that the city has come far when it comes to building buffering capacity. But the buffering capacity is rather a consequence of sustainable measures rather than an explicit goal. Another important parallel between sustainability and resilience in Malmö's context is the need for the same transdisciplinary approach, which means that there are methodology, communication channels and experience to be salvaged in the local institutions from their previous work with sustainability.

Sege Park – Urban Living lab

About Sege Park

The area of Sege Park is a former hospital area in Malmö that will be now developed to a residential area. The planning has started and by 2020 Sege Park will contain 800 apartments and 35 terrace houses. The project includes a mix of old buildings that will be refurbished and new developments. Sege Park is situated near the city centre but has a lot of green qualities such as a park, several green patches, a big lawn and pathways for active sporting or strolling. The city owns the land and has made agreements with 12 developers on terms for developing the area. During the development there will be a constant dialogue between the city, the developers and energy, water and waste entrepreneurs. The aim is to create a sustainable area, using what the city has learned in previous successful projects such as Augustenborg and the Western Harbor. The project will include solutions regarding renewable energy, sustainable materials, waste management, recycling, mobility, storm water management, growing food and many other things.

Sege Park and resilience

When it comes to resilience Sege Park is a good location since the area has so many qualities and also the infrastructure can be used in a fruitful way. The area has its

own energy grid which opens up to local solutions for producing renewable energy such as solar power, wind power and local production of biogas from food waste. The density and proximity to the city centre enables sustainable mobility solutions such as bike sharing pools, biking and/or walking school buses and a local cargo distribution using electrical cargo bikes. The many green areas will make it possible for the residents to grow their own food, in common gardens or individually. Maybe also have chickens for egg production. All of this addresses ecological stress caused by the threat of climate change but also by problems with air pollution, flooding and toxification of both air and soil.

About sharing

Sharing is a way to address both ecological, economical and social stress. It makes it possible to live our lives using less resources, needing less income. This helps save our planet by addressing the environmental threats that we are facing such as climate change. It also helps individual families to cope with less income. Sharing also enhances community engagement and social activity by encouraging meetings between community members that will make them feel safer and more at home in their own neighborhood.

Sharing in Sege Park

There are many ways that Sege Park can be used as a local sharing economy. The fact that the area has its own local grid opens up to solutions within the field of renewable energy. Solar and wind applications is a good example of how energy can be produced locally and distributed within the local area. Another example is taking care of organic waste and producing biogas locally that can be used to heat the buildings in the area or fuel vehicles in a local car sharing pool. In the waste sector there are also great opportunities, for example to upcycle things that have been thrown away so that other community members can use them or preventing waste by starting a swop shop where the residents can exchange their used things for others that they need more.

In the planning of the project the possibility of sharing space is important. If you have the possibility to use common space for meetings, events or parties, you will need less space at home, the same goes for guests that need a place to sleep for the night. Common work spaces not only decreases the need for working space at home but also enables co-creation and cooperation between community members. A common space for cooking and having dinner together will increase the social activities and create social bonds. In the plans for Sege Park the roofs are used for both growing, doing your laundry and leisure activities such as sauna or just hanging out with your neighbors. Some of the apartments in the new buildings will be adaptable, so when the family grows or shrinks, the apartments do the same thing.

There are many things that we own that we very seldom use, such as tools for instance. In Sege park there will be a lending facility where the residents can come and lend a screw driver, a drill, or a tent for the camping vacation. Maybe a pair of skis or a skateboard for sporting activities or some extra china or foldable chairs for extra guests. The supply will be based on the needs of the residents.

The green spaces in Sege Park are a huge resource for growing food; vegetables, fruit, herbs etc. Common gardens will create a social bond between the community members and enhance the exchange of knowledge and inspiration in the field of growing and cooking. Fruits, berries and herbs will grow in the park for anyone to pick, Malmö's first edible park. A common chicken coup could produce fresh eggs for the community.

Mobility is also a possible area for sharing. In Sege Park the aim is to have a car sharing pool with environment friendly cars and also a bike sharing pool with special bikes for special needs; cargo bikes, electrical bikes, foldable bikes etc. Another idea is to have walking or cycling school buses where the parents take turns taking the kids to school in a safe and environmental friendly way.

Our goal

The explicit goal within this project is to increase urban resilience by working towards a local sharing economy in Sege Park, creating an urban living lab that investigates the possibilities for sharing in the area. The knowledge and experience can then be used by the rest of the city and also other cities. To be able to do this we need the departments within the city to come together with a common goal to establish this lab. To break the silos between the different departments we need to establish collaboration early on. Another ambition is to involve private actors and NGOs in the development of the area and to look over the procurement legislation. We also wish to overcome procurement issues when involving external operators such as property developers.

The current policy is based on political decisions that are in turn based on the city's entire understanding of problems at hand. However, the problems that we face now and in the future are too complex in nature to be entirely covered by current policy. With a urban living lab, we hope to be able to further develop the understanding of coming challenges of sharing from a neighborhood perspective. Traditionally, sustainable and resilient solutions in Malmö are developed through externally financed projects that have a limited time frame and that end after a certain period of time. This means that there is no continuous platform for these kinds of questions. During the development of the integrated action plan, we hope to investigate long term financial models for these kinds of initiatives.

The process

The process has been as follows: The project started with meetings with developers and a reference group for Sege Park where the goal of the project was established. Then it was decided that a special reference groups was needed, (a ULG) with representatives from both the city, the university, local businesses and NGO:s. The ULG was formed and have had three meetings so far out of five. The first meeting was a workshop where the group made a problem tree about sharing, discussing the challenges, the opportunities, the risks and the way forward. The second meeting was more practical with a presentation of the area of Sege Park and a workshop on how to implement sharing in this area. The third meeting was about practical

solutions and implementation and three guests were invited to share their view and experiences: the University and two local businesses, dealing with sharing.

During the fall of 2017 a group of master students on interactive design from the University will use sharing in Sege Park as a case in their studies for 10 weeks. Their findings will be presented and discussed during the fourth ULG meeting where the developers, the architects and the reference group of Sege Park will also be invited. The fifth and last ULG meeting (within the project) will take place early next year. It will focus on the way forward and how the process will go on after the project has ended.

In the beginning of the project an investigation was made among citizens of Malmö on their views of sharing. The results show that this project is needed since there is an interest of sharing among the citizens but many lack the knowledge on where there are possibilities to share and how it works.

4. The vision of Urban Resilience (vision and objectives)

- Description of the urban resilience vision you produced in your Urban Living Lab.
- Description of the objectives operationalized from the vision statements.
- Note: See the slides from the Vision Webinar on how you derive objectives from vision statements.

Sege Park is the chosen area for Malmö's Urban Living lab. The vision is:

In Sege Park it is possible to live a good and healthy life with low impact on the environment and climate. In Sege Park we share resources and knowledge to lower our environmental impact, to strengthen our economy and to feel engaged and connected as a community. This will reduce ecological, economical and social stress and make us more resilient, both as community members and as a community.

The overall theme is:

Resilient residents sharing resources and knowledge.

The explicit goal within this project is to **increase urban resilience by creating a local sharing economy in Sege Park**, forming an urban living lab that investigates the possibilities for sharing in urban areas.

To achieve this we will deliver to Resilient Europe:

An investigation on the views of local citizens on sharing

The forming of a ULG with representatives from different sectors.

5 meetings with the ULG where sharing is discussed from different viewpoints

A study on sharing in Sege Park made by students at Malmö University
A workshop with the master students from Malmö University, architects, developers and the reference group of Sege Park (as one of the ULG meetings)
A Local Action Plan

Why we have chosen this goal

Sharing will decrease our negative impact on the environment and bring community members closer together, making them feel engaged and safe within their community. The social and ecological stress will decrease, making both the members of the community and the community itself more resilient.

5. Pathways to Urban Resilience (actions for people, places, institutions)

- Description of pathways as mixes of actions over time. Identification of who (which actors) can contribute in realizing every pathway.
- Note: See slides from the Pathways Webinar on how you create pathways from your workshop on actions in your Urban Living Lab.
- Tip: You need at least 3-5 pathways of action. You may have one pathway per urban resilience theme (people, places, institutions) but you may also have more integrative pathways that address different themes at the same time.
- Describe the experiment or experiments you plan to try out. Describe how the experiment or experiments relate to the pathways you described above.

We have identified three pathways, based on the vision:

Pathway 1: Facilitate the sharing of resources (physical objects) (places, institutions)

Pathway 2: Facilitate the sharing of knowledge (people, institutions)

Pathway 3: Engage community members in sharing (people)

In pathway 1 we will look at the infrastructure that makes sharing possible and here we need to involve the developers, the architects and the city. An architectural contest has taken place, where the assignment included planning for possibilities for sharing. This is about the buildings, making space for sharing and/or exchanging things that is suitable for sharing such as tools, china and tables for parties, sleeping bags for camping trips, sports equipment, clothes etc. It is also about the outdoors where community members can grow produce together and also cook them and dine together in a common space. It can also be about common means of transportation such as bicycles, cargo bikes, car sharing pools etc. These ideas and their implementation is currently being discussed and planned within the group of developers and planners.

In pathway 2 it is all about sharing knowledge. Here we will need the infrastructure mentioned in pathway 1, such as room for training courses and knowledge exchange but it can also be sharing knowledge through digital media or in personal meetings,

arranged or spontaneous. Here we need to involve different actors within the field of education such as the school, the university but also experts in different fields such as IT or social media. Those experts can also be found within the community or the city. There are plenty of different examples of knowledge sharing in the city that we can study and learn from.

Pathway 3 is about creating a sense of community which is needed to make people feel safe enough to reach out and share. Here we need to engage experts in community involvement which can be found within the city, for example social entrepreneurs or people that have been working with such projects before. The way to do it could be through arranging common events so that people can get to know one another or starting smaller projects within the community where everybody is welcome to engage.

Our experiments.

1. Experiment number one is done in cooperation with Malmö University. A group of master students will start with investigating how to work from an interaction design perspective and during the investigation they will engage the school and also students living in the area. Important questions that will be answered are among others: How can we work with our three pathways in a way that is both effective and including? What kind of methods are needed to reach the residents and to keep them engaged as a group? How much interference and supervision is needed from the municipality and how much can the community members do themselves?

2. Experiment number two is more of a practical nature. It is called “The Leisure bank” and it is about sharing leisure and sports equipment. People in Malmö are asked to donate leisure and sports equipment that they do not need any more to the Leisure bank. Then other community members can borrow what they need for two weeks without cost. This experiment will help us to save resources, since people will use existing stuff instead of buying new things. It is also about democracy and fairness, giving people access to sports and outdoor recreation even though they may have limited resources. This experiment addresses pathway one, Facilitate the sharing of resources and pathway three, Engage the community members.

6. Monitoring and assessing the progress towards urban resilience

- Formulate your results framework. You need to rely on the objectives from the vision and follow the methodology steps of the results framework.
- Note: See the slides and booklet from the Urbact Summer University, the URBACT Guidelines for Integrated Action Plans and the presentation of Niki from Katowice meeting.
- Note: During our Ioannina meeting and the Experiment Webinar we proposed to use the results framework to monitor and assess the lessons learnt from your experiment. Please mention this and the way you plan to monitor the

experiment e.g. focus group, questionnaire, internal meeting, mini-workshop with selected participants to share learning experiences.

Results framework

Vision statement: In Sege Park we share resources and knowledge to lower our environmental impact, to strengthen our economy and to feel engaged and connected as a community.

Objective: Increase urban resilience by creating a local sharing economy in Sege Park.

Baseline: Since the area of Sege Park is still in the planning phase, the baseline is zero. There are no sharing facilities in Sege Park as of now.

Result indicators:

Number of sharing facilities for physical objects (venues to visit or digital groups)

Number of sharing facilities for sharing knowledge (events or groups, physical or digital)

% of households active in sharing activities (835 households in all)

Number of transactions

What to share/relevance:

It is important that the sharing facilities are based on the actual needs of the community members. Therefore a survey will be carried out targeting the community members as soon as it has been decided who will move into the area. In the survey there will be questions like: What would you like to share, in what way, using which channels? What can you offer, what do you need to lend from others etc.

Measuring: A list will be made of all the different sharing facilities. Each transaction will be registered and the user will be identified. For integrity reasons the users can be given a number instead of using their names. The quality of the sharing facilities will be measured by making interviews/polls with users as well as non users.

Targets: the preliminary targets are set and can be found in the table below. During the development of the project the targets will be discussed with all actors involved and possibly revised.

Monitoring/evaluation and milestones:

The monitoring will be done from the start and further on, using methods that will be decided before the area is populated and the facilities are in place. The evaluation will take place 1 year after the area is fully developed which will be the first milestone. It will also include evaluating the quality of the sharing activities since this is an important factor to make people participate. There will be interviews and/or polls with the community members to find out why they do or don't

participate and how they think it works, what should be improved or added etc. The second milestone/end of project will occur after three years when a final evaluation will be carried out.

Objectives, indicators and target values for the first year in Sege Park (short term)

Baseline = zero

Specific objective	Result indicator	Output indicator
Create possibilities for sharing of resources (objects)	Nr of sharing facilities for physical objects (6)	No of venues built/digital groups formed (3/3)
Create possibilities for sharing of knowledge	Nr of sharing facilities for sharing of knowledge (6)	No of events held/groups formed, physical or digital (3/3)
Increase engagement of community members	1.% of households participating in sharing activities (10%) 2.Nr of transactions (100)	No of information campaigns/events arranged to inform about sharing; how and why (1/1)

Comments: In our survey about sharing in Malmö about 60 % answered that they would consider sharing things with people in their own neighborhood. We feel however, that this is a long process that will probably take time. People need not only to learn how to do it but also to get used to the idea and feel secure doing it. Also the step from telling that you would consider something to actually doing it can for some people be hard to take. Therefore the target for the first year is that 10 % of the households will participate in sharing activities.

Objectives for the medium term (5 years)

We will continue to address social and ecological resilience by enhancing sharing in Sege Park. For the next five years we will continue to raise the level of sharing until 50 % of the community members are engaging in some sort of sharing at least once per month.

Note: We feel that it will not benefit the project to plan the long term work in detail at the moment, which would kill the possibility to be flexible and listen to the community members as we go along. We want first to work with the short term objectives and evaluate that work before deciding what the long term activities should be. The objectives however are anticipated to be the same.

Objectives for the long term (10 years)

A wide spread sharing economy in Sege Park is the goal of this project. But we also want to extend the sharing activities to the rest of the city. In 10 years' time the goal

is to have 25 % of the population in Malmö participating in some sort of sharing at least once per 6 months.

7. Experimenting for urban resilience (description of experiment and lessons learnt)

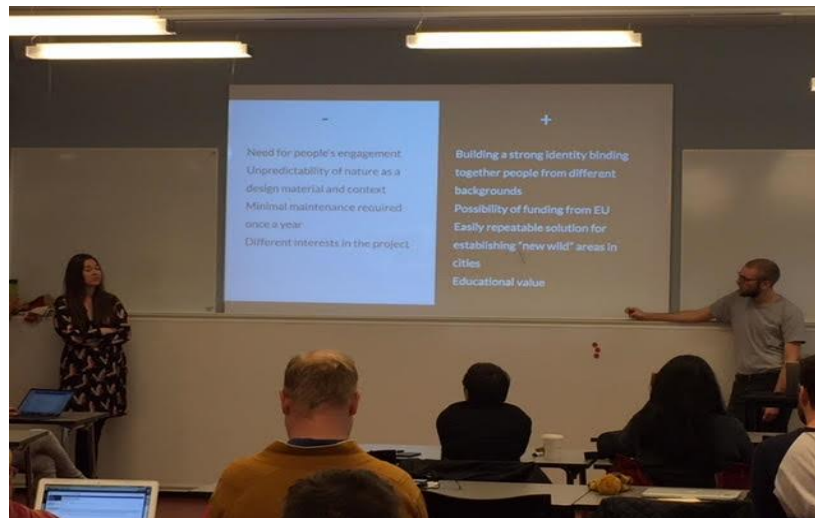
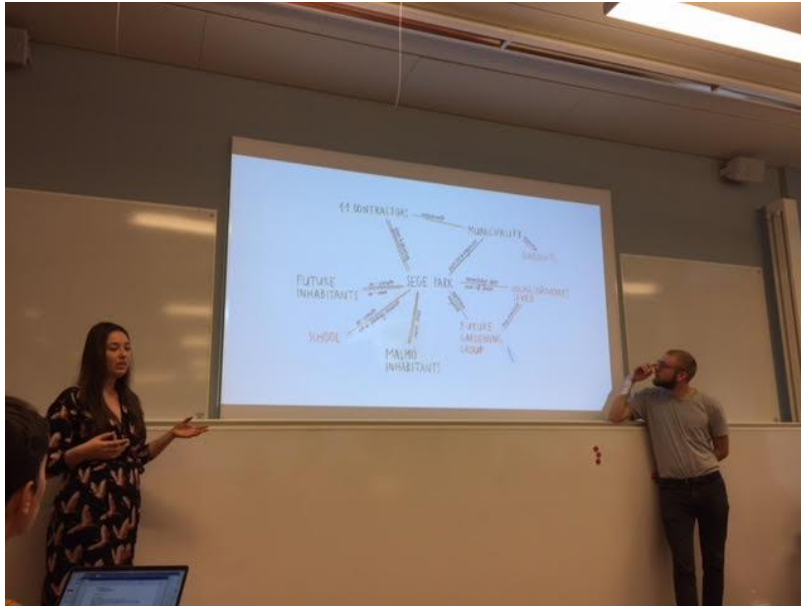
- Describe of your experiment. Provide a short description of your experimental action, who was involved, when it took place, where it was located, show a picture of the place before and after the experiment, and other material.
- Describe the lessons learnt from your experiment in respect to (a) the vision of urban resilience you have in your urban living lab (b) the pathways: what needs to change, which actions in the pathways require attention and which are 'low hanging fruits' based on your experience and (c) what were the results from your experiment based on the results framework to consider.

We are working with two different experiments:

1. **Experiment number one** was done in cooperation with Malmö University and it addresses Pathway 2: Facilitate the sharing of knowledge and Pathway 3: Engage community members in sharing.

A group of four master students have investigated how to work from an interaction design perspective. After doing interviews with the officials from the municipality, teachers and students at the local school and students living in Sege Park, they decided to focus on the outdoor common space and how to share that. The focus was on how to make people spend time outdoors and learn more about the local nature. They created solutions regarding a shared space in the garden and in the park where people would be encouraged to move around and experience the outdoor and the nature with flowers and trees. To install a sound maze where community members follow a sound in a certain pattern could be a new and innovative method to lead people around the area and find for example rare species of plants. When the maze is removed the community members would have created natural walking paths in the grass that will still be there after a long time, leading people to interesting plants. Another idea is to use an app to find plants and places with a lot of natural beauty, like a local geo caching concept. These concepts would be possible to maintain without too much resources needed in the long run which increases the possibility of making it sustainable for a long period of time.

These ideas were presented to their teachers, other students and members of the ULG at a seminar hosted by Malmö University.



2. Experiment number two is more of a practical nature. It is called “The Leisure bank” and it is about sharing leisure and sports equipment. People in Malmö are asked to donate leisure and sports equipment that they do not need any more to the Leisure bank. Then other community members can borrow what they need for two weeks without cost. This experiment will help us to save resources, since people will use existing stuff instead of buying new things. It is also about democracy and fairness, giving people access to sports and outdoor recreation even though they may have limited resources. This experiment addresses pathway one, Facilitate the sharing of resources and pathway three, Engage the community members and it will be a part of the evaluation process within the results framework since the plan is to start The leisure bank as one of the sharing facilities in Sege Park.

The experiment involves different partners. The city is responsible for the coordination and the venue and there have been 4 persons involved, two superiors, one project manager and one communicator. The daily business at the venue is taken care of by a roller derby club for women called Crime City Rollers and they city pays them to take care if this. The venue is open two days a week, Tuesday and Wednesday 10.00-1800. The collection of goods has been done in cooperation with two local companies (a TV-station and a bank) and one sports club (the local football club) that helped with venues for this and also the marketing. The TV station arranged an event where 850 kilos of sports goods were collected and it was also broadcasted on TV. Last but not least Fritidsbanken involves the community members, both the ones that donate and the ones that uses the equipment. The collection of the equipment has been going on during the summer and fall and the venue opened to the public in late October 2017. There was a evaluation done in December for the first two months and it showed that over 1000 pieces of sport equipment had been collected and 80 items had been lent to community members. The venue is located in the south of the city center and the aim is to open another Leisure bank in Sege Park when the development starts, based on the lessons learnt from this one. So far the lessons learnt are very positive, people are extremely generous and the equipment they are donating is in very good shape! The people lending the equipment have given them back in time (maximum two weeks) and still in good shape. The leisure bank has been marketed through contact with sports clubs, schools and through social media and a website.

Collection of equipment



Some of the shelves in the venue



8. Conclusion (relation of IAP with other strategies in the city)

- How the Urban Resilience Integrated Action Plan relates to other strategies in the city?
- Describe the potential funding schemes for realizing the Integrated Action Plan.

Malmö has an Environmental programme that states that in 2020, Malmö will be a sustainable city. The consumption of material things should by then have decreased and the people of Malmö should live with fewer resources without having to have a lower quality of life. The resources used should be used wiser and more effectively. Another aim is to lower the energy use by 20 % to 2020 (compared with 2009) and by 30% to 2030. Also there should be decreased emissions of green house gases by 40% in the same period of time. The programme also states that the citizens of Malmö must feel safer in their homes and in their neighborhoods. The transportation system should be based on environmentally friendly means of transportation and car sharing is mentioned as one of the tools. Waste should be minimized.

To make this happen, sharing is necessary. As described in this plan, sharing means using fewer resources which also will lower the emissions of GHG, creating less waste and also creating a safer neighborhood where everybody knows everybody.

The funding for the continued work with sharing in Malmö and by that fulfilling the action plan, is going to be secured in at least three ways. One is by the ongoing project MIA, Malmö Innovation Arena (funded by the national government), that has a working package about sharing. The head of this working package is also a member of the ULG so there has been cooperation between the two projects and a knowledge transfer during the whole project. Another funding source is the new project "Sharing Cities" (also funded by the national government) which is a cooperation project between Malmö, Stockholm, Gothenburg and Umeå. The members of the ULG have agreed to continue their work as a reference group within this new project and a common meeting between the two projects is planned in March. The aim of this meeting is to conclude the results from Resilient Europe together and also give the group a briefing about Sharing Cities and discuss how the group can be of best help for this new project.

The third way of funding is by the developers of Sege Park. There is an agreement between the city and the developers about planning the neighborhood in a way that makes sharing easier and there is a constant conversation between the city and the developers on the best ways to do this. The coordinator of this cooperation/conversation is also a member of the ULG which ensures that this angle is forgotten and that the work done in Resilient Europe will not be lost.