

# Mistra Urban Futures

## Minutes Board Meeting No. 14

25 November, 2014  
Mistra Urban Futures, Läraregatan 3, Göteborg

### Participants:

Thomas Rosswall (Chair)  
Elizabeth Deakin  
Thomas Elmqvist  
Colin Fudge  
Klas Groth  
Katarina Pelin  
Hans Ristner  
Roberto Sánchez-Rodríguez

### Ex officio:

Katarina Gårdfeldt, Gothenburg Consortium  
Karl-Gunnar Olsson, Chalmers  
David Simon, Director

### Invited participants:

Cecilia Örnroth, Secretary  
Jenny Sjödin, Secretariat  
Ulrica Gustafsson, Secretariat  
Mikael Cullberg, Secretariat  
Stig Egnell, Secretariat  
Maria Hallin, Secretariat (only during items 1-6)  
Jan Riise, Secretariat

### Notice of absence:

Johan Edman, Mistra

### 1. **Opening of the meeting**

The Chairman opened the meeting and welcomed the participants. He mentioned that this was the first meeting of the current Board with all ordinary Board members present and welcomed in particular Elisabeth Deakin, who participated for the first time in a meeting of the current Board. The Chairman also acknowledged and thanked the Director for everything he has achieved during the first months of his appointment, noting the fact that he is yet only working formally 40% for Mistra Urban Futures.

### 2. **Approval of the agenda**

The Annotated Agenda had been circulated prior to the meeting. The presentation under item number 7 was deleted in order to make more time for the discussion on the Strategic Plan.

The Chairman proposed one additional item under #14; the appointment of a Vice- Chair to the Board

### **Decisions:**

To adopt the agenda, but without the presentation under item 7; and  
To add one item to Any other business concerning the appointment of a Vice Chair to the Board.

### 3. **Minutes from previous meeting and matters arising**

The Minutes from meeting #13 had been circulated and approved by the Board electronically. The Chairman raised one question regarding the timetable for the bibliometric analysis. The Secretariat reported that the bibliometric analysis will be ready

on Dec 19<sup>th</sup> and it was requested that the analysis was to be circulated to the Board for comments as soon as possible thereafter.

**Decision:**

To request the bibliometric analysis to be circulated to the Board for comments when it has been finalised.

**4. Update from the Director**

The Director gave a brief update of the main achievements and changes since the Board meeting in September.

**Main achievements and major changes:**

- Successive revisions of Progress Report
- Intensive co-creation of Strategic Plan – including GOLIP Strategy Day; LIP Directors' Skype conferences; Director's visits to GOLIP, CTLIP and GMLIP
- Revision of COP 2015
- Meeting with Mistra and Sida  
 The Director and Chairman had a very fruitful meeting in Stockholm on 20<sup>th</sup> October with Mistra and Sida. In addition to meeting current personnel dealing with MUF, some of the vision for Phase 2 was addressed and good progress made in discussing some of the bureaucratic reporting burdens for CTLIP and KLIP, in particular, which are funded by both organisations. The importance of streamlining and a mechanism for progressing this were agreed. Feedback on Sida auditing requirements as they move towards 'basket funding' is pending.
- Building new working relations  
 This is crucial and time-consuming, encompassing all engagements from internal within MUF and Chalmers, our funders and LIP partners. Among the latter, in particular, there are substantial 'hangovers' of frustration from previous regimes and bureaucratic procedures, all of which are being addressed.
- Seeking to resurrect/complete key previously commissioned publications  
 Various incomplete outputs have been assessed by the Director, some going back to 2010/11, for which funds had been paid but which were never delivered. Some are no longer significant enough to pursue but the Fair, Green and Dense papers need to be completed, updated and published under the Director's editorship during 2015 as a flagship MUF publication that will feed into current debates that will be taken forward at several landmark conferences in 2015 and 2016.
- Status of Shanghai/Tongji relationship  
 The Director has been in contact with Professors Wu and Lou at the University of Tongji but with limited response. The Director recommended that the LIP arrangement with Shanghai should be terminated, although he would leave the door open for possible limited future collaboration, and that another suitable partner in Asia be identified.
- Chairing plenary opening panel discussion at European Mobility Conference 2014 at Chalmers Lindholmen campus, 21 Oct (Mayor of Göteborg, former vice-Mayor of Greater Lyon; Commissioner for Housing & Planning, Aachen).

**New projects – including highlights from the LIPs:**

Sweden has been asked to be lead partner in the UN Sustainable Lifestyles programme. The Stockholm Environment Institute will take on the lead in Sweden. Chalmers and Region Västra Götaland, through the GOLIP WISE Project, have volunteered to take on a sub-programme. Mistra Urban Futures, Region VG and Chalmers co-finance and the other partners in WISE participate.



Vinnova (Swedish Innovation Agency) is financing clusters that produce strategic research agendas. The Gothenburg Innovation Platform, with Mistra Urban Futures as one partner, will finance a new Swedish Research Agenda for sustainable urban development. The work is led by SP (Technical Research Institute of Sweden) and representatives for three largest urban regions in Sweden will participate.

On 16 October as part of World Food Day and to mark the beginning of Greater Manchester Poverty Week, the first 'Platform Live' event on 'Food, cities and human behaviour' was held at Manchester Museum in partnership between Creative Concern and University of Manchester. The GMLIP's project on 'Urban Food: Evidence, Practice and Policy' was presented as a case study for how community knowledge can better inform the design and development of city-regional strategy.

The GMLIP has participated in a series of meetings to facilitate greater knowledge exchange between city officials and university partners in the city-region. A meeting with Manchester City Council's Environmental Strategy team resulted in the development of networks of interest around green infrastructure and ecosystems services in Manchester, Cape Town and Gothenburg. Work is being supported to harness university knowledge to support the refresh of the Greater Manchester Climate Change Implementation Plan. The GMLIP also participated in a high-level delegation meeting with Manchester City Council's Strategy and Policy team to discuss further collaboration between the School of the Built Environment and urban stakeholders around the Manchester Community Strategy development.

New bidding opportunities are being developed to participate in European programmes such as the Open Research Area, JPI Smart Cities and Communities and Marie Curie Training Networks. This draws on GMLIP's existing networks in Netherlands, Belgium and France. There is an opportunity to create bilateral projects incorporating partners in Gothenburg and Greater Manchester. Discussions are ongoing between GMLIP and GOLIP about how to support this area of work.

On 22-24 October the third KLIP Conference was held in Kisumu, with the purpose of strengthening cooperation and knowledge exchange between academia, industry and the community within the areas of ecotourism and marketplace development. The purpose was reflected in the presentations by doctoral students, researchers, business and regional representatives. The theme of the conference was "Making Cities Sustainable- Opportunities for Diving Devolution." During the third and final day of the conference the annual soccer tournament for youth in Kisumu was held. In conjunction with the tournament the doctoral students from Kisumu and Gothenburg held a joint workshop to collect residents' opinions on ecotourism development and waste management in the city.

The Swedish Ambassador paid a visit to Kisumu in October and met with the Director and Coordinator of KLIP. The session was a braining storming meeting that highlighted involvement of Swedish people in Kisumu and opportunities for further collaboration.

The KTP's Impact Study at CTLIP, 'Collecting the Stories' has been finalised, and will be presented at the Joint Project Steering and Project Advisory Committees meeting, 3 December 2014.

The *City Desired* Exhibition has commenced, and is installed at the City Hall in Cape Town until the 10th of December. Various events are running in parallel to the Exhibition.

As a part of the CTLIP activity Contributing to Urban Debates, Aromar Revi of the Indian Institute for Human Settlements (IIHS) delivered a lecture in Cape Town on 'Putting the Urban at the Heart of the 2030 Sustainable Development Goals'. As a joint initiative, ACC hosted this event with the European Commission, The United Nations Development Programme and the University of Cape Town.

**Decision:**

To note the update from the Director and that at the current time there does not seem to be an opportunity to engage the University of Tongji in Shanghai in MUF and terminate the LIP arrangement in Shanghai.

**5. Proposal for a pilot project to test the draft urban SDG**

The Director presented the follow-up to the August workshop on the proposed UN Urban Sustainable Development Goal (USDG) and subsequent negotiations in New York, as reported to the last meeting. A paper was tabled at the meeting containing a draft proposal to fund a short pilot project to test the practicability of the draft targets and indicators within the urban SDG during early 2015. The proposal includes using our LIPs, which work in cities of diverse characteristics, for this purpose, thereby constituting a signal MUF contribution to the campaign for the USDG. The application, which is for additional funds beyond what is included in the existing MUF 2015 budget, will go to Mistra and Sida, who have both responded positively to the idea.

**Decision:**

To approve, with minor revisions, the proposal to apply for additional funds from Mistra and Sida for a pilot project to test the draft urban SDG.

**6. Financial update**

Income and expenditure up until August are in line with the revised budget decided by the Board in April. No new or increased expenditures have been decided since the previous Board meeting. The prognosis is that expenditures will be within budget for the full year.

The Chairman reported that MUF will not have to pay for the former Director's salary during 2014; this money is being reimbursed by Chalmers. However additional remuneration will be paid to the current Director for his work the month prior to his assignment on September 15<sup>th</sup>, 2014.

The Chairman also mentioned that for Phase 2 the budget and financial reporting needs to be done in a more easily understandable way and that better footnotes are required to explain budget rationale, deviations, etc.

**Decision:**

To note the financial outcome for Jan-Aug 2014, appreciating that the finances are within budget.

**7. Update on progress of feasibility study in Stockholm**

This agenda item was not discussed during the meeting beyond noting the progress reported below on the annotated agenda.



Work is progressing on pre-study for a potential new node of MUF in Stockholm. The proposal is for this to be based at the Stockholm Resilience Centre and work on administrative and economic arrangements between the Stockholm partners (KTH, Beijer and SRC) is under way. A report and material for external communication regarding a comprehensive research programme and pilot studies to kick-off work are almost finished. Work has been initiated towards MUF Stockholm scientific deliverables 2015 in the event that the node is approved. Discussions with external partners have been initiated and developed far with the City of Stockholm, Stockholm County Council Growth Environment and Regional Planning (TMR), IVL, the Swedish Environmental Research Institute and Akademiska hus (Sweden's leading property company for universities and colleges). Dialogue with Eskilstuna Municipality and others is taking place. Negotiations with the principal fund-raiser at Stockholm Resilience Centre initiated, for engaging support from industry in supporting the MUF node in Stockholm. The feasibility study will be finalised before the end of 2014 and will be brought to the Board with a proposed decision at the next meeting.

**8. Strategic Plan 2016-2019**

This was the main item of business. Board members had been invited to read the current draft in advance and to focus attention on basic structure, thrust and focus rather than minutiae. In particular they were asked to consider the orientation and organization of Chapters 1 and 2, as well as to note that although the Progress Report and Strategic Plan are twinned documents, they play complementary roles and should also stand alone in their own right. Hence there are cross-references from Chapter 7 of the PR, in particular, to issues developed in the SP.

In keeping with MUF's ethos, the SP is being co-created by the Secretariat and LIPs, necessitating several iterations and intensive discussions. Inevitably, this has been more time-consuming than traditional plan-writing, and has not been entirely smooth or predictable. Some sections are necessarily still in relatively preliminary stages as the process will continue until January. In particular, later iterations will focus on reconciling the budget with the structure, research questions and nature of proposed activities within and across the LIPs, which have been the initial focus. The Board was invited to participate in the co-creation in this spirit.

The Chair announced that Mistra had agreed to extend the deadline for receipt of the SP by a fortnight provided that all the other documents were delivered by the current 2 February deadline.

**Decisions:**

- To agree in principle to Vision and Mission;
- To request the Director to propose a more suitable word than "Dense" in "Fair, Green, Dense";
- To change the word "promote" in Mission to "transition towards";
- To request the Director to evolve the proposed objectives to be more result oriented;
- To replace research theme 3 "Enhancing co-creation..." with "Evaluation and diffusion"
- To note that the Board supports continued discussions with the partners in Southern Sweden;
- To request the Board members to send specific suggestions on KPIs to the Director;
- To note that the deadline for the SP submission to Mistra has been extended by a fortnight;
- To request that a new version of the SP is sent to the Board in early January for quick electronic comments;
- To have a physical Board meeting in Gothenburg on 27 Jan, complemented with a phone or Skype meeting at 4-6 pm the same day for those who cannot attend physically; and
- To have a final version of the SP ready around 10 Feb which will be signed off during a quick conference call;

**9. Progress Report 2010-2014**

Draft 3 of the Progress Report had been partially restructured as per the Board's advice in September, completed with summary and overview and rewritten for substance and style/flow as well as being updated. The annexes had been reduced in number and some redone. The annexes are almost complete with exception of Annex 1, Success Stories, where the final editing has been delayed. The PhD list is now complete and contains useful information on a uniform basis to underscore the coverage in the main text. The annexes will be delivered electronically to the Evaluation Panel. Following the Board meeting and any modest revisions flowing from it, Beth Perry will undertake a final edit for coherence, style and grammar in early December. The final layout of the report will be done before next Board meeting, along with late updates to make it as complete as possible.

**Decision:**

To note the marked improvement and strengthening of the Progress Report since the last Board meeting and to approve it in principle.

To highlight the Urban SDG goal work further in the Progress Report. ; and

To note that following final additions and revisions, sign-off will be sought at the Board meeting on 27 January 2015.

**10. Centre Operational Plan (COP) and budget 2015**

The COP has been revised in the light of Board comments in September and updated by the LIPs and Secretariat. The COP shall, after approval from the Board, be submitted to Mistra on 1 December, as stipulated in the agreement between Mistra and Chalmers.

**Decisions:**

To approve the Centre Operational Plan;

To postpone the suggested conference to 2016;

To approve in principle the Budget for 2015 with and outgoing balance of SEK 0; and

To allocate KSEK 500 to the pilot Urban SDG project, if the additional application is granted by Mistra and Sida.

**11. Annual Report 2014**

The structure and content of the 2014 Annual Report will be designed to support the Progress Report in highlighting significant work and development during 2014.

The general guidelines provided by Mistra (for all Mistra-funded programmes) provides some suggested content. Suggested size: similar to last year's report, i.e. 28 pages + cover, although the Director will check with Mistra regarding their expectations since it follows the Progress Report 2010-14 so closely. Content will basically be produced by the staff from material already at hand for the Progress Report; design and print will be carried out – as last year – by C, P & B, according to Chalmers framework agreements with graphic design service providers.

**Decisions:**

To delegate to the Chairman to approve a revised table of contents; and

To approve the report on 3 March 2015.

**12. Mid-term evaluation**

The final ToR were included in the papers for the meeting. The most substantive change is to the dates of the Panel's visit to MUF, which will take place during the week of 4-8 May 2015. CTLIP and KLIP will be visited by a panel member in advance.

Announced panel members to date are:

Mr. Ilmar Reepalu (Chair)

Prof. em. Caroline Moser, The University of Manchester

Prof. John Robinson, University of British Columbia, Canada

Senior Researcher David Dodman, IIED, UK



**Decisions:**

To note the final version of the Terms of reference for the Mid-term evaluation;  
To invite Board members to participate in the site visit on 5-6 May; and  
To request the Director to propose a programme for the on-site visit for approval by the Board on 3 March.

**13. Next meetings**

**Decisions:**

To arrange the following Board meetings in 2015:

- #15: 27 January – physical (in Gothenburg, 9am-6pm CET) and phone meeting for those who cannot attend physically (4-6pm, CET) to approve the Progress Report and provide input to the final draft of the Strategic Plan
- #16: 11, 12 or 13 February – phone meeting (4-6pm) to approve Strategic Plan (date to be decided after a Doodle poll)
- #17: 3 March – phone meeting (4-6pm) to approve Annual Report and programme for site visit
- #18: 11-12 June – physical meeting (in Gothenburg, lunch to lunch) to discuss outcome of evaluation
- #19: 1-2 October – physical meeting (in Gothenburg, lunch to lunch) to approve draft of revised Strategic Plan and Outlined COP
- #20: 23 November – phone meeting (4-6pm, CET) to approve revised Strategic Plan and COP 2016

If two meetings during the second half of the year proved unnecessary in the light of the outcome of the mid-term review, one would be cancelled.

**14. Any other business**


A Vice Chair is needed in case the Chairman cannot attend or has a conflict of interest.

**Decisions:**

To appoint Colin Fudge as Vice Chair until 31 Dec 2015; and  
To urge Board members to apply for remuneration for attending the Board meetings 2014 (SEK 8000 per meeting with max SEK 32 000 for the year), and to submit their expenses claims.

**15. Closed meeting with Director**

The Board had a closed meeting with the Director to discuss the meeting, the documentation provided and possible ways of making futures meetings exciting and productive.



Thomas Rosswall  
Chairman



David Simon  
Director