

Mistra Urban Futures

Minutes Board Meeting No. 13

22-23 September, 2014

Mistra Urban Futures, Läraregatan 3, Göteborg

Participants:

Thomas Rosswall (Chair)
Thomas Elmqvist
Colin Fudge
Klas Groth
Katarina Pelin
Hans Ristner (Agenda items 1-8)
Roberto Sánchez-Rodríguez

Ex officio:

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

Invited participants:

Cecilia Örnroth, Secretary
Jessica Algehed, former Acting Director
Jenny Sjödin, Secretariat (Agenda items 1-8)
Ulrica Gustafsson, Secretariat
Mikael Cullberg, Secretariat
Stig Egnell, Secretariat (Agenda items 1-8)
Maria Hallin, Secretariat (Agenda items 9-10)

Notice of absence:

Elisabeth Deakin

1. **Opening of the meeting**

The Chair opened the meeting and welcomed the participants, in particular David Simon who has just been formally appointed Centre Director, Roberto Sánchez-Rodríguez who participated in person for the first time and Mikael Cullberg who is replacing Ann-Louise Hohlfält as GOLIP Director from 1st October. He noted that Elisabeth Deakin was unable to attend.

The Chair expressed a special thanks to Jessica Algehed for her great job and the openness she has shown during her time as Acting Director.

2. **Approval of the agenda**

The Annotated Agenda had been circulated prior to the meeting. The Chair proposed two additions under #12, Any other business; a status update of the ongoing pre-study of a Stockholm node and dates for Board meetings in 2015.

The Chair also brought up that in coming Board meetings Minutes from the previous meeting should be added and matters arising not covered elsewhere on the agenda noted.

Decision:

To approve the agenda with the addition of a status update of the ongoing pre-study of a Stockholm node and dates for Board meetings in 2015 under AOB.

3. **Introduction by the Director**

David Simon, appointed Director on 15th September 2014, Professor of Development Geography at Royal Holloway, University of London, introduced himself and shared his

initial views on M-UF.

The new Director expressed that the Centre has a very strong foundation to build on through our partners in Europe and Africa, with researchers in both university and practitioner communities. Next steps are to consolidate outputs and value from phase 1 and to make the Centre more known internationally and secure participation in relevant international processes and initiatives.

Decisions:

To note that David Simon has been appointed Director from 15th September and welcome him to his new position; and

To express deep appreciation for the excellent work of Jessica Algehed as Acting Director.

4. **Update from the former Acting Director**

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

Main achievements and major changes:

- Progress report: Draft 2 finalized
- Strategic plan: Group of principal investigators established in Gothenburg and future collaboration discussed at LIP-directors meeting 4-5 September in Gothenburg. Detailed outline drafted.
- In total approximately 400 publications have been reported so far (all categories).

Dissemination highlights (in academia, policy and practice):

- Royal Geographical Society with Institute of British Geographers' annual conference in London on 25-29th August. GMLIP presented 3 papers, and CTLIP presented 2 papers based on projects in their respective LIPs.
- The GMLIP hosted an International Workshop in Manchester, 1-2nd September: *Universities, Cities and Transformation: Practices of Cultural Intermediation and Expectations of Knowledge* - The CTLIP presented a paper at this workshop.

New projects - Highlights from the LIPs:

At **GOLIP** a new project has started called From Vision to Action – Embedded research of the implementation of the River City Vision (continuation of embedded research about formulation of the River City vision). The project is mainly funded by the City of Gothenburg.

Last week the Gothenburg City Council decided on a new Climate Strategy, which has been referred to as one of the world's most progressive climate policies by the Swedish environmental magazine "Miljöaktuell". The new climate strategy is based on a report from the **GOLIP** project WISE (Well-Being in Sustainable Cities), which is acknowledged in the preface of the strategy document.

GMLIP have recently had a successful bid with partners on food austerity and digital transformations. The project will work with a practitioner researcher and community members to co-produce a digital action plan to address food austerity in inner city Salford.

In Kisumu the CBD-Dunga Road has been improved courtesy of Kisumu County Government following the request by **KLIP**.

In **CTLIP** the City of Cape Town's Economic Areas Management Programme has been launched, which embedded researcher Rob McGaffin (part of the Knowledge Transfer Programme) worked on during his period at the City of Cape Town.

The Africa Portal, part of the **CTLIP** Africa Peer Learning Knowledge and Dissemination Programme (financed by Sida), has recently been redesigned and is seeing increased visitor numbers, attracting more than 5000 unique visitors with over 75% of those being new users. The site has commissioned articles on more than 19 African cities in 14 countries that analyse key urban development challenges..

Management and staff:

Jessica Algehed left as Acting Director on 14th September and will mainly work with the innovation platform of Gothenburg (a project within MUF, funded by Vinnova). She will also support David Simon in the transition period.

GO-LIP Director Ann-Louise Hohlfält resigned with effect from 12th September and will be replaced by Mikael Cullberg on 1st October. Mikael is currently Senior Advisor to the Governor of Västra Götaland County and consortium coordinator at the Centre for the Regional County Administration.

Former Head of Communication Susanne Björklund resigned with effect on 31st August. Susanne will not be replaced at this point and her tasks will be divided between Jenny and external consultants.

Decisions:

To note the achievements at the LIPs and Secretariat;

To note that Mikael Cullberg is appointed GOLIP Director from 1st October, replacing Ann-Louise Hohlfält; and

To note that a Head of Communication will not be recruited at this point

5. Progress Report 2010-2014

Progress of work has proceeded in accordance with the Work Plan presented at the Board meeting in June.

Inputs from the LIPs and the Secretariat have been edited during the summer and Draft 1 of the report was distributed internally for comments and additions. The text and content of the report were discussed at the LIP meeting on 4-5th September.

Revision of the report has started on basis of the comments, forming the current Draft 2.

Elements of the continued improvement of the report will include:

- Positive and more assertive approach
- Strengthened focus on results, including quantified outputs
- “Gems” of scientific findings added
- Success of partnerships more emphasized
- Strategic selection of LIPs better described
- A reader-friendly report including illustrations and tables

Inputs to the appendices have also been collected and are under editing. Content, two samples of Project Summaries and the Publication list as of July 2014 were presented in M-UF 12:5.

The bibliometric study will be carried out in November in order to capture as much inputs as possible. A draft will be ready on 19 December.

Outcome studies, to be presented in Appendix 11, are being carried out at all LIPs and will be finalized before 30th October.

Interviews with researchers and stakeholders at all LIPs are going on and will be presented in Appendix 12.

Decisions:

- To propose an introductory chapter to the report;
- To recommend that the texts in chapter 2 and 4 are integrated thematically, rather than being presented LIP by LIP;
- To recommend that chapter 7 should include also lessons learned in terms of findings and results from projects;
- To recommend that several of the appendices are taken out and placed on the web only;
- and
- To approve the revised timing for the bibliometric study

6. Strategic Plan 2016-2019

The Director described the recent progress and way forward with regards to the Strategic Plan.

There is a chapter structure and template as amended and agreed at the LIP Directors' meeting on 4-5 September, which builds on the Board's suggestions. The Director will draft a skeleton in the light of extended discussion with the LIP Directors, incorporating their expectations and proposals and cast in a clear thematic framework agreed at the meeting. It will permit integrated comparative research while allowing sufficient flexibility for individual research projects in each LIP. Unlike in the past, the Director will take responsibility for leading such international comparative research, which will be carefully designed *ab initio*, and thus be distinct from Modes and GAPS, which are necessarily post hoc comparisons. This will be one of the key distinctive features and deliverables of the Plan.

Accordingly, the international initiatives component of Phase 2 will be enhanced compared to Phase 1 to give this effect and to permit flexible strategic responses and initiatives in the global arena of the sort recently pioneered with the Urban SDG workshop (see agenda item 7). This content will be added to iteratively in consultation with the LIPs so that they share fully in ownership.

In terms of expanding the LIP network, selection criteria previously suggested by the Board were elaborated in the LIP Directors' meeting and include the requirement for some form of democratic political system without which the kind of genuine co-production that is the core of the current M-UF vision would be impossible. It was also agreed that we need to bring any new partners on board sooner rather than later, so that we can integrate them and have stability over the bulk of the Plan period in order to maximise the added value.

Decision:

To approve in principle the draft outline for the Strategic Plan and to request the Director to take into account the Board's discussion when developing the plan.

7. Sustainable Development Goal workshop and follow-up

The opportunity for M-UF to raise its profile and contribute to the formulation of the UN Urban Sustainable Development Goal (SDG), as had just been agreed by the UN Open Working Group on the SDGs, was raised at the June Board meeting by Thomas Elmqvist and met with a positive response. Funding of SEK 250k was approved by the Acting Director. This workshop was held on 22-24th August, co-funded by M-UF and the UN Sustainable Development Solutions Network (SDSN) and hosted at Royal Holloway, University of London by the M-UF Director-designate. The Director reported on the conference, as described at the Urban SDG homepage. There will be further negotiations during the UN General Assembly process in mid-September and beyond, with the objective of securing the Urban SDG and with targets and indicators that are internationally operationable and ambitious yet practicable. M-UF expects to remain involved and the Board will be kept informed of progress over the next year till the SDGs are finalised.

The Director handed out a New York press release dated 22 September on Urban SDG, acknowledging Mistra Urban Futures.

Decisions:

To note that Mistra Urban Futures sponsored an Urban Sustainable Development Goal workshop in London 22-24th August, 2014; and

To note that M-UF expects to be involved in the development of the urban SDG.

8. Mid-term evaluation

The Mid-term evaluation of M-UF will take place in April 2015, in Gothenburg. Proposed dates are 13-17 April (week 16) or 20-24 April (week 17). Mistra is aiming at the first week, as the Chairman of the Mistra Urban Futures' Board cannot participate the second week. It was noted that there will not be a formal Board meeting in conjunction with the site visit, but members of the Board will be invited to attend and dialogue with the evaluation panel.

The week will be divided into two parts. During the first half of the week the centre will be asked to plan for approx. two full days of interaction (presentations, demonstration, interviews, study visits, etc.) with the evaluation panel. In addition, prior to their meeting members of the panel will visit some of the LIPs. The second half of the week is a closed meeting for the panellists only.

The terms of reference may be modified by Mistra after suggestions of the evaluation panel and Sida.

Decision:

To note the terms of reference for the Mid-term evaluation and date for the Mistra Board to decide on a possible second phase (2nd June 2015).

9. Centre Operational Plan (COP) 2015

A Centre Operational Plan has been developed by the LIPs and the Secretariat. In order to finalise detailed planning of activities, resources and budget, the Board should approve the general content of the draft, including budget. The final plan should be approved at the Board meeting in November, for submission to Mistra no later than December 1st.

Decision:

To approve the draft of the Centre Operational Plan 2015, and request a revision for the November meeting.

10. Financial update

An overview of the cash budget 2013-2015 was presented showing that the outgoing balance 31st December 2015 will be zero. For 2014, income and expenditure are in line with the revised budget decided by the Board in April.

New and increased initiatives within the revised budget have been decided by the Acting Director since the Board meeting in June according to below (Expenditure 1-6 below for a total of 835 kSEK). In additions two expenses from 2012 and 2013 have occurred which were not in the 2014 budget (Expenditure 8-9 below, 480 kSEK):

Expenditure	Amount, KSEK	Comment (Budget line)
1. Embedded research River City (new)	75	GOLIP, as reported above (GOLIP Project development)
2. LIP Directors meeting	65	Additional LIP meeting Sept 4-5 to discuss the Strategic plan. (Strategic Plan)
3. Urban SDG Meeting, London (new)	250	See agenda item 7. (Board reserve)

4. Modes anthology	200	LIP and RMIT remuneration (Common processes reserve ¹)
5. Modes anthology	125	Coordination, production cost (Common processes reserve ¹)
6. Additional physical Board meeting	70	Board meeting in Nov 14 instead of Jan 15. (2015 budget will be lowered)
7. Handbook new housing development in Gothenburg	50	Production cost (Common processes reserve)
8. Printing Shanghai books	180	Decision made in 2013 by former Director Lars Reuterswård to print two books from Shanghai as a part of building the SHLIP cooperation. Not in 2014 budget. (Secretariat)
9. Project Cities as Value Networks	300	Cost incurred 2012 and 2013, but was invoiced 2014. (GOLIP project development reduced)

Decisions:

To note that the financial status is in line with budget;

To note expenses for new and increased initiatives within budget decided by the Acting Director of in total kSEK 835, including kSEK 250 from the Board's reserve for the SDG Meeting in London, Aug 22-24 2014;

To note that costs of in total kSEK 480 that occurred in 2012 and 2013 have been charged to the centre in 2014; and

To request that an overview of the total expenditure and budget 2013-2015, including external funding and LIP co-funding, is presented at the next Board meeting.

11. Communication strategy

At the Board meeting in April a draft Communication Strategy was presented and discussed. The strategy had been prepared in 2013 and based on objectives and directions in the Strategic Plan for 2012-2015.

The Communication Strategy has now been revised based on the Board discussion in April and inputs from the incoming Director. Revisions include:

- Revised overall communication objective
- Stronger focus on communicating results from ongoing and finalized research projects
- New Vision and Mission statements as decided by the Board
- Revision of key target groups
- Use existing channels, focusing on digital channels. More focus on scientific publications and films
- Implementation of a newsmedia strategy
- Let LIPs, consortium partners, associated partners and project members communicate Centre messages
- Revised key messages

¹) A detailed budget for the Modes anthology was not set by the time of deciding on the revised budget, however there were funds reserved for it in the Common Processes' reserve.

Decision:

To give the Director the mandate to finalise the Communication Strategy taking into account the Board's suggestions.

12. Any other business

Stockholm's pre-study update

The Board has earlier decided to initiate a pre-study for a potential node in Stockholm in order to strengthen our position in Sweden. The pre-study is progressing according to plan and will be finalised in December 2014.

Dates Board meetings 2015

Tentatively five Board meetings are needed:

1. 27th January – phone meeting to approve the Progress Report and Strategic Plan
2. March/April – physical meeting to address the progress 2015
3. End June – physical meeting to discuss the outcome of the evaluation (decision will be made by Mistra on 2nd June)
4. September – physical meeting to approve draft of revised Strategic Plan
5. November – physical meeting to approve revised Strategic Plan and Centre Operational Plan 2016

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

Decisions:

- To note the development of the pre-study for a possible Stockholm hub and request a progress report for the next meeting for a more in-depth discussion;
- To tentatively note that there will be five Board meetings next year;
- To request that the Director proposes dates for these meetings after a doodle has indicated availability of members; and
- To request that the Director consults Board members to identify a Deputy Chair.

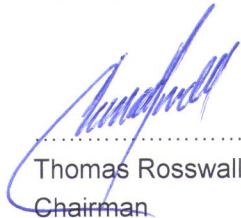
13. Closed meeting with Director

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


14. Closed meeting without Director

The Board met in closed session.

Date: 5 October 2014


Thomas Rosswall
Chairman

Date: 8 October 2014


David Simon
Director