

# Mistra Urban Futures

## Minutes

### Board Meeting No. 20

21-22 March, 2015

Mistra Urban Futures, Läraregatan 3, Göteborg

#### Participants:

Thomas Rosswall (Chair)  
Olivia Bina  
Katarina Pelin (phone, items 1-10)  
Hans Ristner  
John Robinson (phone, items 1-7)  
Roberto Sánchez-Rodríguez (Vice-Chair)

#### Ex officio:

Johan Edman, Mistra  
Stephen Agong, KLIP  
Anna Jarnehammar, GC Chair  
Mikael Cullberg, GOLIP  
Nayoka Martinez-Bäckström, Sida (phone)  
Beth Perry, GMLIP  
David Simon, Director  
Warren Smit, CTLIP

#### Invited participants:

Jan Riise, Secretariat  
Cecilia Örnroth, Secretariat

#### Notice of absence:

Caroline Wanjiku Kihato  
Lyla Mehta  
Fredrik Nilsson, Chalmers

## 1. Opening of the meeting

The Chair opened the meeting and welcomed the participants to the first meeting of the new Board. The participants introduced themselves.

## 2. Approval of the agenda

The Chair invited the members to review the agenda and suggest any additional issues that might be discussed under #12, Any other business. The Chair suggested having a brief closed meeting without the Director on the first day of the meeting and a brief meeting on the second day with the Director. No other additions were proposed.

The Mistra agreement stipulates that a minimum of two thirds of the Board members need to be present for the Board to be competent to make decisions. With the current Board consisting of 8 members, 6 need to be present. Important decisions will thus be made on the first day, since quorum is not reached on the second day.

#### **Decision:**

To approve the agenda, with the addition of a closed meeting without the Director and a closed meeting with the Director.

### 3. Board Members' duties in relation to Mistra's policies and guidelines

The role of the Board is defined in the agreement between Mistra and Chalmers:

*The Centre's board of directors shall*

- *draw up plans and budget for the Centre based on the Centre's objective,*
- *decide on, steer and follow up the research and activities that are performed within the Centre,*
- *decide how the Centre's strategic reserve is used,*
- *follow up the Centre's financial outcome in relation to budget,*
- *act to ensure the active involvement of the business world and other users and that information about the Centre and its research results are communicated effectively,*
- *act to ensure that the research results are utilised,*
- *establish operational instructions for the Centre's director,*
- *appoint and define duties for any reference groups,*
- *in conjunction with the Centre host, submit proposals for a revised Centre Plan,*
- *submit an annual operational report (Annual Report) in accordance with point 3.1.3.1 of the agreement and also*
- *submit a final report in accordance with point 3.1.3.2 of the agreement.*

The Centre host is responsible for ensuring that the Centre Board as well as the Centre Director have knowledge about Mistra's statutes, guidelines and policies. Mistra's representative presented the main features of the documentation at the meeting. This exercise should be iterated annually, since the documents are updated and approved by Mistra's Board in December every year.

In particular, the Mistra foundation's statutes and their rules regarding Conflict of Interest (Col) were noted:

- *The Foundation shall promote the development of strong research environments of the highest international class with importance for Sweden's future competitiveness. The research shall be of importance for finding solutions to important environmental problems and for a sustainable development of society. Opportunities for achieving industrial applications shall be taken advantage of.*
- *The purpose of Mistra's rules concerning Col is to guarantee objectivity and impartiality in the handling of matters and to generate confidence, among those concerned and the public, that this is done.*

#### **Decisions:**

To note the role of the Board as defined in the agreement between Mistra and Chalmers,  
 To note the update from Mistra on its statutes and take them in to account when evaluating the portfolio of MUF;

To cover Conflict of Interest as the first agenda item in future Board meetings;

To request the Director to ensure that Col is included in the agreements with the LIPs;

To request that an introduction package is developed for each LIP, which reflects the requirements from the funders; and

To note the need from Sida to have an anti-corruption policy in the agreements.

### 4. Minutes from previous meeting and matters arising

The Annual Report 2015 has been circulated and approved by the Board electronically. Suggestions from Board members and others had been incorporated. It was noted that John Robinson had submitted comments that would be considered in future Progress Reports. During the time of the meeting it was being printed and will be submitted to the Board, Mistra, Sida and the Gothenburg Consortium by 31 March 2016.

Minutes from the meeting on 23 November 2015 were circulated and approved by the previous Board electronically.

There were no specific matters arising to report that do not appear as substantive items below.

**Decisions:**

To note the previously approved Annual Report 2015; and

To note the minutes from the Board meeting on 23 November 2015.

**5. Mistra Urban Futures, Phase 2**

In 2015, MUF prepared a Progress Report for Phase 1 and a Strategic Plan 2016-2019 for Phase 2. These documents formed the basis for an independent external review of the programme and the subsequent decision by Mistra, Sida and the Gothenburg Consortium to fund the programme for a second phase, which will be the final with Mistra funding. A Revised Strategic Plan was prepared taking into account the review panel recommendations and conditions given in the Mistra funding decision. The aim of the Consortium is that the programme will continue as a Centre even after the termination of Mistra funding, while Sida will consider a third phase of funding.

The Centre Operational Plan 2016, as approved by the previous Board, was formally approved by Mistra on 22 December 2015. This comprises two sections, the first being the plan for operationalising the revised SP and the second constituting the 'true' 2016 operating plan.

Prior to approving the Revised Strategic Plan 2016-2019, Mistra required a clarification of the Centre's implementation of the mid-term evaluation panel recommendations, which was submitted on 24 January. Mistra approved the Revised Strategic Plan 2016-2019 on 29 January 2016. This, together with the annotated guide to changes from the original version, is on the Centre website.

The agreement with Mistra for 2016-19 has been signed by both Mistra and Chalmers. The Sida agreement as well as the Gothenburg Consortium agreement are expected to be signed during March. The Local Interaction Platform (LIP) agreements from Phase 1 were prolonged until 30 April 2016, to cover for the delay in the funding agreements with Mistra, Sida and the Gothenburg Consortium. New LIP agreements are well underway and will be signed before 30 April.

Marty Legros's appointment has been extended until the end of 2016. His role is as Centre Assistant and he will in particular work with the Centre's first annual conference. Within CTLIP, Rike Sitas has been appointed CTLIP coordinator to work with Warren Smit, the new Director. An equivalent position is being recruited at GOLIP and is expected to be appointed by the time of this Board meeting.

Karl-Gunnar Olsson resigned as Head of the Area of Advance Built Environment at Chalmers at the end of 2015. Henriette Söderberg, who was previously Head of the Energy and Environment Department and also part of the start-up of Mistra Urban Futures in 2010-2011, has very recently been appointed as the new Head and has already begun to engage with MUF.

The contract with Policy Press for the Centre's flagship book, *Rethinking Sustainable Cities*, based on the updated Fair, Green and Accessible Cities work, has been signed and it must go to press by the end of April. It will be ready to be launched at MUF's first annual conference in late September and at Habitat III in October (see below). MUF has paid for this book to be made Open Access as an eBook, and will also have a stock of paper copies to distribute. The publishers will also sell the paper edition.

As soon as this book has been submitted, the scoping exercise will commence to identify and begin discussions with potential new partners in Asia and/or Latin America as per the criteria in the Strategic Plan and COP, in order to diversify the geographical coverage to

include continental regions not hitherto covered and hence the value of the systematic comparative urban research.

The Chair has been invited to the Mistra Board on 31 May to report on Board action in relation to follow-up for the Mistra Board decisions and the recommendations from the external evaluation. A written submission will have to be submitted mid-May and a draft by the Chair and Director will be sent to the Board for approval.

**Decisions:**

- To note the update on Phase 2 from the Director,
- To note with pleasure that the Mistra-Chalmers agreement for Phase 2 has been signed;
- To appreciate Sida's decision to approve funding for Phase 2;
- To request the LIP Directors to send the Chair a brief comment on their strategies on how to achieve a high and internationally competitive degree of scientific publications, as required by the Mistra Board, before 6 April; and
- To note that the Board will be requested to approve electronically in early May the report to the Mistra Board.

**6. Establishment of new partnerships in Skåne and Stockholm**

This process, initiated by the Board during 2014, has moved forward since our report to the Board last October. The Skåne team has thoroughly understood the objectives and has built a very promising institutional partnership (which will probably be called a Consortium) initially comprising three universities in the region, namely Malmö University (which is the host and lead institution), Lund University, Swedish University of Agricultural Sciences (SLU) at Alnarp plus the City of Malmö and Region Skåne. The Cities of Lund and Helsingborg will probably join formally soon, while negotiations with other potential partners such as IVL Swedish Environmental Research Institute and SP Technical Research Institute of Sweden will begin shortly. The level of institutional buy-in has been impressive, evidenced both during successive individual meetings held in Skåne and at a meeting of key institutional representatives in which MUF participated in early December. This ingredient and the existing transdisciplinary co-productive activities involving many of the partners have been important in enabling an effective and remarkably focused process.

The final result is the report attached as document MUF 20:12, which is both strategic and realistic, advocating an incremental evolutionary approach starting with just a few projects. Particularly significant is that the initial lead project is based around the newly established partnership between the Cities of Malmö and Cape Town – the latter also being fortuitously the key non-academic partner in our CTLIP – and thus engaging in cross-LIP comparative work from the start of the Centre's Phase 2 in line with the Strategic Plan. GOLIP and others may also become involved. On the basis of this prospectus and the process behind it, the Director expressed his optimism in that the Skåne LIP will come to play a key role in furthering the Centre's and Mistra's objectives, and recommended enthusiastically that the Board approve their report and that Skåne be invited formally to join MUF.

By contrast, unfortunately, the process with the Stockholm team proved far more difficult in several respects, especially around the need for the proposed partnership to be anchored by institutional agreements and co-funding rather than just good working relations among the individual researchers in the team (all of whom were academics) with some of their time being contributed in-kind by their academic institutions. There was also ultimately little priority in undertaking significant comparative work in the spirit of our Strategic Plan. Accordingly, in late February the team decided to withdraw from the process.

However, given the strategic importance of Stockholm within Sweden, and the availability of funds for this purpose, the Director suggested that he might usefully explore the possibility of setting up a new process with a different membership but which we would require to commence with institutional-level engagement. Preliminary discussions with Thomas Elmqvist suggest that this could be viable and he is keen to be involved.

**Decisions:**

To establish a Skåne LIP (SKLIP) and approve its Plan;  
 To invite the SKLIP Director as an ex-officio member of the Board; and  
 To note the withdrawal of the Stockholm team from the process of applying to join MUF and to pursue discussions with a view to initiating a new process with a different team.

**7. Financial outcome 2012-15 and Revised Budget 2016**

The financial outcome of 2015 shows a deficit of KSEK 896. The total closing balance for the years 2010-2015 is KSEK 322, representing a surplus in Sida funds, which will be sent back to Sida.

The budget 2016 has been updated to reflect decisions made since the COP was approved in November.

To date the Director is proposing the following allocations from the reserve for Strategic Initiatives (MSEK 2 per year, which is 10% of the Mistra funding for 2016-19). The Strategic reserve is set aside for decisions by the Board. However, the Board has delegated to the Director to make decisions up to KSEK 300.

SEK 50 000	JPI Urban Europe pre-application for project "Smart Urban Futures"
SEK 150 000	JPI Urban Europe full application for project "Smart Urban Futures"
SEK 380 000	Additional budget International Conference
TOTAL: SEK 580 000	

The Smart Urban Futures application to JPI (Joint Programming Initiative) Urban Europe is a joint initiative between Sweden (GOLIP and KTH), UK (GMLIP), Portugal (ISCTE Instituto Universitário de Lisboa) and Cyprus (Frederick University), which will explore aspects of 'Realising Just Cities' and develop knowledge of how the built environment and urban institutions can be designed to support a more sustainable development. For GOLIP and GMLIP the project will build on work done in Phase 1.

At the time of defining the COP budget, the planning for the International Conference in September was in an early stage and a rough estimate of MUF's total cost for the conference, KSEK 500, was made. Since then the Conference planning working group has detailed the programme and budget and the cost for the Centre is currently estimated to KSEK 880.

The arrangements at Habitat III are also be proposed to be funded from the Strategic Initiatives reserve, however at this stage the cost for these arrangements, such as premises, are not known hence a budget cannot yet be made.

**Decisions:**

To note the financial outcome and outgoing balance of 2015;  
 To approve the revised budget for 2016; and  
 To approve the allocations of in total KSEK 580 from the Strategic Initiatives according to the specification above.

**8. Key events**

The Director attended a high level one-day conference in London on 25 February organized by the Prince of Wales's International Sustainability Unit on 'Situating the City: the role of integrated planning in sustainable and equitable economic transformation'. He spoke in a round table session and made various strategic contacts, some of which are already being pursued with the host and other institutions in various countries that share our interests.

Thomas Rosswall and Jan Riise represented MUF at the launch of the Sustainable Development Solutions Network Northern Europe, SDSN NE, in Gothenburg 25-26

February with a high-level event, including Sweden's Prime Minister, the Minister for International Development Cooperation, the Director-General of Sida several CEOs of leading Swedish companies and researchers. Mistra Urban Futures is part of the network and will benefit from the close connection to the hosting institution GMV Centre for Environment and Sustainability at Chalmers and University of Gothenburg.

The Director has accepted the invitation to serve on the international jury for this year's WWF Earth Hour City Challenge (EHCC), for which the work will be done during April and May, culminating within Sweden with the annual EHCC Conference, to be held this year in Gothenburg on 31<sup>st</sup> May, where he will be a keynote speaker. We are also negotiating to hold one of our regular Urban Lunchtime seminars as part of the programme, featuring a leading urban biodiversity specialist from Arizona State University, who will be in Stockholm on sabbatical at that time.

MUF is committed to participation in Habitat III, to be held in Quito, Ecuador, 17-20 October this year. Discussions with UN-HABITAT have taken place, as well as with potential partners in holding joint side events (especially WWF Sweden, with whom MUF is collaborating on the EHCC) and the African Centre for Cities (our CTLIP host). The focus is likely to be the Urban SDG process linked to cognate aspects of the EHCC. MUF will also bid for a joint book launch event for Rethinking Sustainable Cities, together with Urban Planet (Future Earth) and the 2<sup>nd</sup> Cities and Climate Change Report (UCCRN) – in all of which the Director is involved as editor and/or author, along with Sue Parnell and/or Thomas Elmqvist.

Mistra Urban Futures' first annual Conference 2016 'Realising just Cities - Co-production in Action', 19-20 September, will take place at Chalmers, Johanneberg. An Internal Day will be arranged on 21 September for internal workshops (e.g. PhD workshops). MUF is aiming for approximately 200 participants, 50% academics and 50% practitioners. The majority of the participants will be from Sweden, with an estimated 25 % non-Swedish participants.

A standalone, story-based publication will be published in time for the conference (600 copies), co-authored by the LIPs, describing in five chapters: the different LIP models and what kind of knowledge is produced in each context; the experiences from co-production; a selection of projects based on the framing of the three TRACKS (socio-ecological, socio-spatial and socio-cultural transformations); a discussions on the contextualisation the work of Realising Just Cities; and a final chapter based on the experiences of PhD research, on how co-production affects the PhD curriculum. The conference will build upon keynote speakers Dr. Debra Roberts, eThekweni Municipality, Durban, as a practitioner, and John Robinson, who will frame the questions 'just cities' and 'co-production'. Presentations and analysis of methods and experiences evolved through Phase 1 at each LIP and as a common agenda for Phase 2 will be presented in 6 sessions and in 2 break outs (workshops). The conference will be a moment of international and national positioning of the Centre's work and for internal learning and sharing.

Linked to the conference, MUF's first Annual Lecture, to be given by John Robinson is to be held in the late afternoon of 21 September in RunAn, the main hall at Chalmers. The public lecture will be advertised across both universities, MUF Consortium partners and the city at large. The topic will complement that of his keynote within the conference, linking co-production to Living Laboratory experiments at universities.

Board members were strongly encouraged to attend the conference and especially the Annual Lecture, which will be followed by the Board dinner ahead of the autumn meeting the following day.

**Decisions:**

To note the annual conference and that Board members are invited to attend; and  
 To note that Habitat III is an excellent opportunity to highlight the work of MUF.

## 9. Engagement and Communication

Engagement and communication are strategic means to achieve the Centre's objectives and to support its position. This concerns not least issues of impact, advocacy and participation among partners, funders and policy makers. On a strategic level, the priorities and positioning goals need to be reviewed, discussed and translated into communication and engagement activities.

Following the revised Strategic Plan and the Centre Operational Plan, a draft for communication and engagement was presented describing the ongoing and "usual" activities, such as newsletters, annual report, website updates. Plans for Engagement include the Centre's Visibility, Accessibility and Interactivity – all with an "Effectiveness" dimension. Several options were discussed, and the Board's strategic considerations will be taken into account in preparing a Plan for Communication and Engagement.

### **Decision:**

To request that a Communication and Engagement plan, including brief plans for each LIP, be developed for discussion and approval at the September meeting.

## 10. Closed meeting without Director

The Board met in closed session.

## 11. Follow up on the work with the Urban SDGs

MUF implemented a project last year on the draft Urban SDG targets and indicators, which continues to attract attention worldwide, both from dissemination activities of team members and from the reports (which are on the MUF website) and the *Environment and Urbanization* paper now online on Open Access (OA). This was previously circulated to the Board and is the first MUF publication to which members of all LIPs (and Bangalore) contributed. It is also the first OA publication; funds have been allocated in the budget for all Phase 2 journal articles to be made available on this basis. The second article from the project became available online in *African Geographical Review* just before the meeting and a hard copy was circulated for information. Two more papers, on aspects of the work in Gothenburg and in Cape Town, are nearing completion (and the latter of which was presented by Zarina Patel, CTLIP co-director until last December, at the international conference on Sustainability Science in Stellenbosch in March in an urban session also featuring Thomas Elmqvist and David Simon). A fifth paper, on the Greater Manchester work, is due to be written by mid-year. The project has thus served MUF very well in several respects, and sets a benchmark for how we expect to work during Phase 2.

Discussions have already commenced with SDSN and the Urban SDG Campaign about active involvement of MUF in the envisaged monitoring and evaluation process once the SDGs are implemented. Planning for this process by the Campaign will commence now that the final targets and indicators have just been announced by the UN. There is budget provision to support this work and the Director will report to the Board on progress over the next few months and seek any decision necessary to support the initiative.

The Consortium Council Chair pointed out that the ISO (International Standards Organization) is defining and establishing methodologies for a set of indicators to steer and measure the performance of city services and quality of life (ISO 37120:2014), which relate to the SDGs, although the precise relationship is not yet known. The Chair indicated that geospatial technologies and remote sensing also provide a crucial element of the monitoring of SDGs and their corresponding targets and indicators.

Sida provides core support to SDSN globally and sees many connections with MUF and SDSN, which are encouraged to be developed further.

**Decision:**

To support the intention to continue to be actively involved in the SDG monitoring and evaluations process.

**12. Quality Management and Evaluation**

The Revised Strategic Plan, section 5.3, states:

*A Quality Management and Evaluation framework, for assessing and describing the impact of the Centre, needs to be developed, beyond mere quantitative measuring, in order to gauge the real usefulness and effects of the Centre in relation to its objectives.*

An overview of the Quality Management and Evaluation (QME) framework is described in figure 5.2 of the Revised Strategic Plan.

Qualitative evaluations of the achievements in Phase 1 have been and are still being made in different ways among the LIPs. One example is the outcome studies that were conducted at each platform as input to the mid-term evaluation. How to, in a structured way, evaluate and describe the impact of the Centre in Phase 2 needs to be carefully elaborated.

Tentative quantitative indicators are shown on the last page of the in the Centre Operational Plan 2016, in a Results Framework. The Results Framework is currently being reviewed and further developed by the Secretariat and the LIP Directors and will be integrated in to the overall QME framework.

The agreement between Chalmers and Sida will require that a revised Results Framework with baselines and annual targets is submitted to and approved by Sida before the second payment in 2016 (planned for the fourth quarter of 2016).

**Decision:**

To request the Secretariat to produce an integrated QME plan for the September meeting, for approval by the Board.

**13. Any other business**

No other business.

**14. Next meetings**

Board meetings in 2016:

#21: 22 September – physical meeting (9am-17pm, CET) in Gothenburg (meeting held in conjunction with the Annual International Conference Sep 19-21)

Main agenda items: Communication & Engagement, QME and impact, Post 2019 sustainability strategy

#22: 23 November – phone meeting (4-6pm, CET).

Main agenda item: Approval of COP & Budget 2017

**Decision:**

To note that a planned meeting in June does not seem necessary; and

To decide to meet in Gothenburg on 22 September and arrange a conference call meeting on 23 November 2016.

**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 enhancing future meetings.

## 16. Joint meeting with the Consortium Council

In order to ensure a common understanding between the Board and the Consortium on the set up and priorities for starting up Phase 2, the Chair of the Board and the Chair of the Consortium Council have decided to have a joint session annually.

Participants from the Consortium Council were:

- Anna Jarnehammar, IVL Swedish Environmental Research Institute (Chair)
- Karin Sjöberg, IVL Swedish Environmental Research Institute (Secretary)
- Jörgen Sjöberg, Chalmers University of Technology
- Helena Carling, the County Administrative Board of Västra Götaland
- Anna Ledin, City of Gothenburg
- Anders Carlberg, Region Västra Götaland
- Helena Lindholm-Schultz, University of Gothenburg

Main items discussed during the joint meeting were:

### a) The checkpoint in May for the Mistra Board

The Chair of the Board will attend the Mistra Board meeting in order to report on the actions that are taken within the Centre in response to the Mid-term review panel recommendations and the pre-requisites to the funding decision given by the Mistra Board.

The Chair of the Board presented the evaluation panel recommendations and the Mistra Board requirements (documents MUF 20:7 and MUF 20:9) and outlined the response that would be given.

The Director acknowledged the Consortium's support during the evaluation process, which was highly appreciated and valuable.

### b) Strategy for a long term sustainable Centre

This matter was discussed at the recent Consortium Council meeting. Questions discussed were:

- Where are we today – how do we best describe our value?
- How do we increase our value in Phase 2? What do we need to invest in?
- Post Phase 2 – what should the main value be on a national and international level? How do we get there?

The Consortium Council has decided on an internal working group for the long term strategy consisting of Anna Jarnehammar, Anna Ledin and Helena Lindholm-Schultz. In addition a joint working group, chaired by the Consortium Council Chair, will be established, consisting of the members of the Consortium Council working group, representatives from the Board (Hans Ristner and Katarina Pelin) and the Secretariat (the Director and Head of Administration).

The Chair of the Consortium Council explained that the role of the Council is to focus on the post-2019 strategy. The Council will not be operationally involved in the Centre's work. There is a strong commitment from the Consortium partners to continue with this effort long term in a suitable form. During Phase 2 there is a need to communicate the value of the Centre in order to increase its attractiveness for new potential partners and funders. It is important that the Centre's work is relevant, of high quality and at the leading edge. The international component is important for many

reasons, in order to be able to add value on a global scale and to expand the Consortium partners' international connections and networks.

Date: 31/5/16



David Simon  
Director

Date: 2/5/2016



Thomas Rosswall  
Chairman