



# ShiftSweden Impact Innovation Report 2024-2025

The journey toward the future of built environment  
and mobility has begun—in new interfaces



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## Contents

|  |           |
|--|-----------|
| <b>1 The Mission</b>                             | <b>8</b>  |
| 1.1 The Role of the Program                      | 8         |
| 1.2 Organization, Capacity, and Conditions       | 9         |
| 1.3 A Changing World                             | 11        |
| <b>2. Program Activities</b>                     | <b>16</b> |
| 2.1 Movement                                     | 16        |
| 2.2 Strategy Formation                           | 17        |
| 2.3 Transition Labs                              | 18        |
| 2.4 Joint Knowledge Production                   | 19        |
| 2.5 Communication and Collaboration              | 21        |
| 2.6 Operational Analysis                         | 23        |
| <b>3. The Way Forward</b>                        | <b>26</b> |
| 3.1 Lessons Learned to Date                      | 26        |
| 3.2 Continued Work                               | 27        |
| <b>Appendix 1: The Program in Figures</b>        | <b>29</b> |
| <b>Appendix 2: Indicators</b>                    | <b>35</b> |
| <b>Appendix 3: Publications from ShiftSweden</b> | <b>38</b> |
| <b>Appendix 4: Key Personnel</b>                 | <b>40</b> |

## Preface

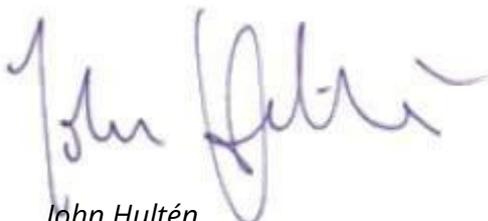
ShiftSweden is not merely an innovation program—it is a catalyst for the future of built environment and mobility. This marks the first time a concerted effort has been made at the interface between these two systems. As part of the governmental initiative Impact Innovation, our mission is clear: to lead Sweden’s transition toward the 2030s.

Since the launch in April 2024, the pace has been high. We have established a broad organization with numerous stakeholders, defined our strategic directions, and built awareness through activities across the country. Since our inception, we have conducted five calls for proposals, delivered a foresight lab for “the places of the future”, and launched nine transition labs. Through our Community of Learning, we have laid the foundation for international collaborations.

Through the transition labs, ShiftSweden is breaking new ground. Our ambitions are high. It is not enough to initiate interesting research and promising innovation projects. What we start must also lead to tangible change, ensuring that societal actors develop the built environment and mobility in new, more sustainable ways. By embedding projects into larger contexts where more actors collaborate, we create the necessary conditions for implementation, scaling, and policy development required to go all the way.

While the program is still in its early stages, it is vital to pause and reflect on directions and methodologies that may need adjustment. In this report, we follow up on the activities conducted since the spring of 2024, based on our Theory of Change. We describe our achievements but also reflect on what needs to be done moving forward to reach our mission: transforming Sweden—fossil-free and resource-conscious—into attractive and accessible living environments for everyone.

We are proud of what we have achieved together during our initial period, but we are even more excited for what lies ahead. The journey has only just begun!



*John Hultén*  
*Programme Director*



*Emma Hult*  
*Deputy Programme Director*

## Executive Summary

ShiftSweden is an innovation program tasked with leading Sweden's transition toward a fossil-free and resource-conscious society, featuring attractive and accessible living environments for all. Our mission is to demonstrate how this transition can be achieved across 100 places throughout the country over a ten-year period. The program places a particular focus on the interface between built environment and mobility.

The program's work is guided by three central shifts:

- From resource-intensive processes to circular business models within built environment.
- From unsustainable transport to a new "freedom reform," providing alternatives to individual car travel.
- From separate sectors to integrated ways of working and solutions at the intersection of the built environment and mobility.

Since the launch in April 2024, the program has established 9 transition labs, granted 184 million SEK in funding to 61 projects, involving 143 unique organizations. Among project managers, 40 percent are men and 60 percent are women. We have initiated or completed projects in 37 different places across Sweden.

The program is built on the hypothesis that systemic change requires both a place-based focus and collective learning. Through transition labs, individual research and innovation projects are gathered into structured contexts to facilitate the scaling of solutions and influence policy. ShiftSweden emphasizes the importance of "double-loop learning," which entails not only solving immediate problems but also challenging the prevailing systems and structures that created those problems in the first place.

The program operates in a global context marked by geopolitical uncertainty, shifting political priorities, and rapid technological advancement. There is a risk that stakeholders may become trapped in "reactive crisis management" rather than proactive innovation.

The program's internal evaluation shows that while ShiftSweden has launched with high ambition, there is a need to clarify collective learning processes and develop stronger feedback loops for policy development. Key lessons from the startup phase include: The need for a compelling narrative that makes complex systemic change concrete; the importance of broadening the view of "scaling" to include changes in laws, norms, and behaviors; the necessity of transparent processes for prioritizing the program's direction; the importance of executing more strategic projects; the value of initiatives that enable new partners, such as the private sector and civil society, to engage.

For the upcoming period, focus will lie on nine key areas, including upgrading strategic work toward policy development, increasing focus on the third shift (integrating the built environment and mobility), and strengthening international connectivity to increase the program's impact. The ultimate goal is for the transition labs to serve as powerful engines for genuine systemic change.

## The Program in Figures

# 9 labs

In 2025, nine transition labs were launched

# 143 stakeholders

A total of 143 unique organizations are participating in the 61 funded projects.

# 184 millions

A total of 184 million SEK in grants has been awarded through the program, with project partners contributing an additional 65 million SEK.

# 40% - 60%

Of the project managers, 40% are men and 60% are women.

# 41 places

ShiftSweden has implemented or initiated projects in approximately 40 different places across Sweden.

## 1 The Mission

ShiftSweden's mission is to transform Sweden, fossil-free and resource-conscious, into attractive and accessible living spaces for all. The program aims to demonstrate how this can be achieved in 100 places over 10 years. This chapter describes our progress toward this mission and the external factors influencing our work.

The mission addresses ShiftSweden's overarching and long-term purpose. The program's concrete objectives are formulated as three shifts, defining our focus and strategic direction:

- From resource-intensive linear construction processes to sustainable and value-creating circular business models.
- From unsustainable transportation to a new freedom reform with competitive alternatives to individual car travel.
- From separate sectors to integrated ways of working and solutions at the intersection of the built environment and mobility.

During 2024–2025, strategies were developed for each shift.<sup>1</sup> The most extensive work concerned the third shift, where fewer precedents exist. Here, ShiftSweden has explored new territory through dialogues involving a wide range of stakeholders. These in-depth strategies serve both as a guide for program decisions and as a resource for stakeholders when formulating project proposals.

### 1.1 The Role of the Program

Achieving the mission and the three shifts requires transformative systemic change. ShiftSweden contributes to this through a new approach to research and innovation, rooted in two key hypotheses:

Hypothesis 1: Rather than focusing on the transformation of individual technologies, products, and services, the starting point must be the transformation of entire systems. ShiftSweden promotes a systems perspective by adopting a place-based approach, where understanding and anchoring solutions in the specific characteristics and conditions of a location are of decisive importance.

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<sup>1</sup> The strategies are available here: <https://www.shiftsweden.se/vi-staller-om-sverige/>

In 2024–2025, ShiftSweden initiated activities in locations across the country. These range from smaller, short-term projects to long-term initiatives still in their early stages. These locations serve as the "playing field" to explore, test, and scale new solutions and methodologies across various systemic dimensions (technology, regulations, business models, infrastructure, behavior) that collectively contribute to a narrative of systemic change.

Through the "Places of the Future" initiative (2024–2025), ShiftSweden enabled place-based foresight projects in 23 locations. By combining site-specific insights with foresight methodology, these projects described both desirable and undesirable futures, raising new questions and perspectives.

Hypothesis 2: Learning must occur through continuous, collective processes—rather than solely within or at the end of a project—and in ways that enable the questioning of the status quo. ShiftSweden promotes collective learning by embedding research and innovation projects into structured contexts that address broader systemic questions.

Consequently, in 2024–2025, ShiftSweden developed and launched a new model for driving innovation: grouping individual projects into Transition Labs. These labs are established on either a geographic or thematic basis. To date, nine such labs have been launched. An additional three will start in 2026, followed by another three in 2027. Each lab is managed by a coordinator with the commitment, expertise, and networks required to initiate activities for learning and scaling.

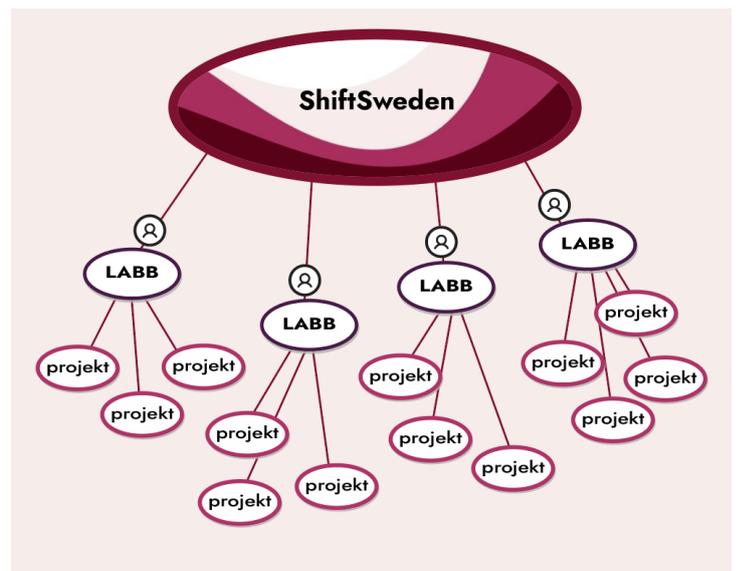


Figure 1, Description of how ShiftSweden's transition labs are structured.

## 1.2 Organization, Capacity, and Conditions

During 2024, a comprehensive organization was established for the program, consisting of five core components:

- The General Assembly: The decision-making body for the collaboration between the 11 partners within the ShiftSweden Program Office. The Assembly appoints the members of the Steering Group.
- The Steering Group: The program's main decision-making body, meeting at least four times per year. It decides on policy documents and proposed initiatives (intervention plans) and contributes to collective strategic foresight.
- The Program Office: Responsible for operational management. It is led by two Program Directors supported by 15 staff members, including change leaders, communicators, and innovation leaders. A management team within the office meets weekly.
- The Expert Advisory Board: Composed of experienced researchers and experts who operate independently and at arm's length from the Program Office and the Steering Group. They provide critical reflection, qualified evaluation, and synthesis of results.
- Strategic Advisory Boards: These meet regularly to advise the Program Office and serve as a sounding board for strategic issues and direction. One such board gathers relevant industry organizations.

The Program Office's internal evaluation shows that the established structure is fit for purpose and functions well, though there is room for improvement. While many adjustments can be made internally, others lie beyond ShiftSweden's direct control.

In the latter category is the funding framework that regulates the Program Office's financing, including requirements for co-funding from individual partners. This framework primarily limits participation to the public sector, risking a skewed perception of needs and conditions. It also limits flexibility in the use of personnel. For similar reasons, there is a slight imbalance in expertise within the Program Office, where mobility is currently overrepresented compared to urban development.

The program's ability to drive systemic change depends heavily on a broad palette of tools with diverse purposes and approaches. The ability to implement strategic initiatives as a complement to traditional calls for proposals is vital. However, the current format for these strategic initiatives is not sharp enough, both regarding the timeframe of the process and the definition of what constitutes "strategic" content. Consequently, this format—which proved successful in previous Strategic Innovation Programs—is not yet utilized to its full potential.

Urban development and mobility are two vast systems involving thousands of actors across industry, academia, and the public sector, and the results generated within these systems affect every individual in Sweden. While the program's potential is high, navigating and prioritizing within all parts of these systems is complex. It requires dialogue with many categories of stakeholders and the ability to analyze issues from multiple perspectives.

The Program Office is large, with 17 individuals, most of whom work part-time on the program. While this provides a wealth of expertise, it presents a challenge in creating efficient work processes. The Strategic Advisory Boards are designed to give key actors insight and influence while balancing any expertise gaps in the management team. Furthermore, the Steering Group plays a critical role in making strategic decisions that promote the program's mission and shifts. Collectively, the number and size of these groups present an organizational challenge in achieving truly inclusive processes.

The Transition Lab format shows great potential, particularly for creating cohesive development tracks that bridge the gaps between individual projects and contribute to collective development and scaling.

Organizationally, the labs have functioned well so far; however, as the program grows and the number of labs increases, new structures and methodologies will be required to fully capitalize on these opportunities.

ShiftSweden has generated significant interest among stakeholders, with active and strategic communication serving as a key success factor. The need for communication will increase as the program expands and deepens. While the initial phase focused on awareness and mobilization, the increasing volume of initiatives requires more communication to disseminate results that lead to actual change. This, in turn, demands increased resources and the development of new communication formats and workflows.

## 1.3 A Changing World

Since ShiftSweden's launch in the spring of 2024, the global landscape has shifted in ways that impact the conditions for built environment and mobility. Below is a selection of these external factors presented through a PESTEL analysis.

The trends mentioned affect ShiftSweden's progress toward its mission in different ways, indicated as follows:

- 1) Positively affects the mission (accelerates or facilitates transition).
- 2) Negatively affects the mission (slows down or hinders transition).
- 3) Introduces new questions or areas that need to be integrated into ShiftSweden's work.

### Political Factors

**Prioritization of Maintenance:** The new national infrastructure plan (2026–2037) prioritizes the maintenance of railways and roads over large-scale new investments. (1)

**Housing Policy Stimulus:** Scrapped amortization requirements and raised mortgage caps signal that construction is prioritized as an engine for growth. (2)

**Security Policy:** The altered security situation has led to increased demands for robustness in both buildings and transport systems. Civil defense and preparedness issues are becoming urgent across the board. (1, 3)

**Climate Policy and Industry:** New laws and regulations during the current parliamentary term have contributed to increased climate emissions in several sectors. Previous investments in green solutions have been scrapped or weakened. Reduced investment certainly has led to a diminished spirit of innovation. (2)

### Economic Factors

**The Turning Interest Rate Cycle:** After a period of stagnation, interest rate cuts in 2025 have begun to take effect. This creates incentives for housing construction, though capital remains more expensive than during the years of negative interest rates. (2)

**High Material Costs:** Despite lower inflation, prices for raw materials such as steel and cement remain high, making the optimization of existing structures more economically rational than new construction. (1)

**Municipal Economic Pressure:** Many municipalities are struggling with deficits, reducing the scope for traditional development projects and forcing more resource-efficient solutions. (1)

## Social Factors

**Demographic Polarization:** The divide between growing metropolitan regions and the approximately 180 municipalities with declining populations has become clearer. This requires adaptation strategies rather than growth models in many locations. (1)

**Changing Work Patterns:** Hybrid work has become permanent, reducing demand for traditional office space and changing commuting needs—a direct link between the built environment and mobility. (1)

**Segregation:** Social unrest has increased demands for the built environment to contribute to safety, security, and inclusion. (1, 3)

## Technological Factors

**AI Breakthroughs in Planning:** In 2025, generative AI began to be used to optimize resource utilization and visualize holistic solutions in built environment. (1, 3)

**Digital Twins:** The use of digital copies of cities can facilitate "Step 2" measures (optimization) by simulating traffic flows and energy use in existing environments. (1)

**Electrification Infrastructure:** The need for charging infrastructure in existing properties has become a critical bottleneck, forcing property owners and mobility actors to collaborate. (1)

**Autonomous Vehicles:** In recent years, the development of autonomous vehicles has shifted from experimental prototypes to large-scale implementation, primarily within logistics and urban robotaxis. (1)

## Environmental Factors

**Extreme Weather and Climate Adaptation:** The need to climate-proof existing buildings against heavy rain and heatwaves has become a driving force

competing for the same resources as new construction. This can accelerate, but also drive up costs for, renovations and adaptations. (1, 2)

Biodiversity Requirements: New regulations regarding biodiversity in urban environments make land use increasingly complex and costly. (1, 3)

Circular Material Flows: Pressure to reduce the construction sector's carbon footprint has made the reuse of building materials a priority. (1)

## Legal Factors

The NIS2 Directive: New legislation regarding cybersecurity for infrastructure has increased legal requirements for digital security in both buildings and transport systems. (1)

Parking Norms and Flexible Ratios: Increased debate regarding parking norms has led more municipalities to use flexible legal tools to replace parking spaces with mobility services. (1)

The EU Taxonomy: Stringent requirements for sustainability reporting make it harder to finance projects that cannot demonstrate resource efficiency and reduced environmental impact. (1, 2)

## Analysis of the Global Context

The current global development is characterized by significant instability, creating a complex decision-making environment for actors in urban development and mobility. While this uncertainty poses major challenges, it also opens "windows of opportunity" for the transformative solutions and innovative methodologies that ShiftSweden intends to establish.

A central challenge lies in persuading system actors to undergo a fundamental shift in both their vision and operational methods. To capitalize on the ongoing transition, actors must be able to break free from prevailing and established structures.

There is a palpable risk that extensive global upheavals will lead to a stagnation of innovation, as existing resources are prioritized to maintain and defend current systems (reactive crisis management) rather than being invested in proactive innovation and the creation of future, more robust system solutions.

# ShiftSweden's Theory of Change

## Mission:

ShiftSweden's mission is to transform Sweden, fossil-free and resource-conscious, into attractive and accessible living spaces for all. We demonstrate how—in 100 locations over 10 years.

We achieve our mission by driving three shifts:

- From resource-intensive linear construction processes to sustainable and value-creating circular business models.
- From unsustainable transportation to a new freedom reform with competitive alternatives to individual car travel.
- From planning, developing, producing and implementing in silos to innovating by bringing the built environment and mobility into the same system.

We contribute to these shifts through initiatives across four areas, guided by two hypotheses for transition work.

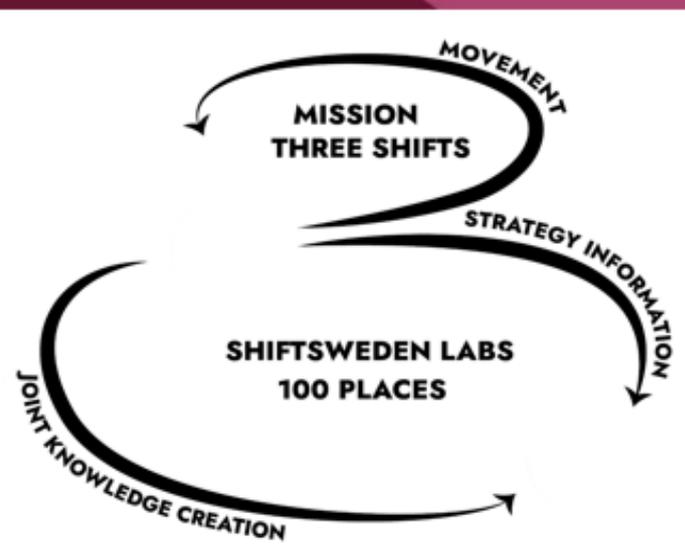
## Guiding Hypotheses:

Rather than focusing on the transformation of individual technologies, products, and services, the starting point must be the transformation of entire systems. ShiftSweden promotes a systems perspective by adopting a place-based approach, where understanding and anchoring solutions in the specific characteristics and conditions of a location are of decisive importance.

Learning must occur through continuous, collective processes, rather than solely at the end of a project, and in ways that enable the questioning of the status quo. ShiftSweden promotes collective learning by embedding research and innovation projects into a structured context that addresses broader systemic questions.

## Movement

We inspire change through new narratives and visions of the future; through transition support for companies and organizations to develop new business models and methodologies; by providing a platform for collaboration; and by connecting the transition work taking place in Sweden with similar initiatives within the EU and globally.



## Strategy Formation

We work strategically by identifying what needs to be done for each shift, how it can be achieved, and by whom; by creating transformative spaces to identify new issues and building alliances for implementation; by consulting with stakeholders who possess key insights; and through active advocacy that makes the program's insights visible to decision-makers and opinion leaders.

## Transition Labs

We explore, test, and scale solutions within a specific context and with a place-based starting point by initiating and conducting labs based on geographic areas, place types, and systemic challenges; and by connecting these internationally so that our labs serve as a showcase for Swedish innovations and for testing, comparing, and validating solutions that are globally competitive.

## Collective Learning

We contribute to learning by gathering experts who synthesize experiences and provide feedback to the program's Theory of Change; by initiating independent research that examines development based on the three shifts; by creating multidisciplinary global networks of top-tier expertise; and by continuously monitoring and evaluating the program's initiatives.

## 2. Program Activities

ShiftSweden’s activities are conducted across four key areas that collectively contribute to our mission and the three shifts. Within each area, specific activity tracks have been identified. This chapter describes the progress made within each track and presents an analysis of our operations from the start. As the program is still in its early stages, final outcomes are yet to be fully realized and described.

### 2.1 Movement

There are growing societal movements surrounding sustainable urban development and mobility, both in Sweden and internationally. A fundamental part of the program is to mobilize more actors—to inspire, strengthen, and unite these movements. ShiftSweden mobilizes this momentum toward our mission through four activity tracks:

| Activity tracks  | Results   | Outcomes   |
|--|---|--|
| <p><b>New Narratives</b><br/>We inspire change by developing and fostering dialogue around visions of the future, as well as highlighting success stories that tangibly demonstrate the mission, the shifts, and how they can be achieved.</p> | <p>ShiftSweden has conducted a foresight lab consisting of 23 projects that employed foresight methodology and speculative design across various locations and in diverse ways. These projects involved residents and decision-makers in reflecting on both desirable and undesirable futures. The initiative involved 61 organizations and engaged thousands of people in locations such as Skellefteå, Luleå, Sundsvall, Stockholm, Ålgö, Tranås, Kalmar, Gothenburg, Nol, Varberg, Halmstad, Lund, Tomelilla, and Malmö.</p> | <p>The evaluation of the initiative shows that foresight methodology has proven effective in broadening perspectives, engaging diverse stakeholders, and making complex future issues concrete at the local level. The impact of the projects depends largely on institutional conditions, such as mandates, leadership commitment, timeframes, and the existence of mechanisms that link visions to action.</p> |

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| <p>Transition Support<br/>We support and highlight ideas and solutions with the potential to transform business models, methodologies, or behaviors.</p>  | <p>This activity track has resulted in a call for proposals planned for 2026</p>  |   |
| <p>Platform for Collaboration<br/>We promote the exchange of information and inspiration within urban development and mobility by serving as a platform for collaboration in the spaces in between.</p> | <p>A digital arena has been established, ShiftSweden Arena, which brings together stakeholders, projects, labs, and other initiatives taking place within ShiftSweden or in other related contexts</p>                      | <p>The arena is still in a development phase. Currently, 182 individuals, 72 organizations, and 70 projects are registered on the platform.</p> |
| <p>International Connectivity<br/>We connect the transition efforts taking place in Sweden with similar initiatives within the EU and globally.</p>   | <p>We have participated in approximately 15 international conferences (both in Sweden and abroad). A shared terminology for place-based innovation has been developed in collaboration with international stakeholders.</p> | <p>Increased international visibility and recognition of ShiftSweden.</p>   |

## 2.2 Strategy Formation

Strategic development aims to identify, explore, formulate, and reformulate challenges and opportunities, as well as prioritize actions where the program can achieve the greatest possible impact. ShiftSweden works strategically through four activity tracks.

| Activity tracks   | Results   | Outcomes  |
|---|---|---|
| <p>Strategy Development<br/>We develop, anchor, and update strategies for each shift, identifying what needs to be done, how it can be achieved, and by whom.</p> | <p>During 2025/2026, in-depth strategies were developed for the program's three shifts. The strategies were approved by the program's steering committee and subsequently published and disseminated throughout the program's network. These strategies will be updated periodically throughout the program period.</p> | <p>The in-depth strategies for shifts 1 and 2 have served as the foundation for the development of calls for proposals and have been used by stakeholders to formulate project ideas and concrete applications.</p> |

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| <p><b>Transformative Spaces</b><br/>We create dynamic meeting places to identify issues and areas linked to the program's mission and shifts where there is a need for intervention, as well as to build alliances and support for implementing the results emerging from the program.</p> | <p>In 2025, Transformative Spaces were conducted within the thematic areas of 'Demand-responsive public transport', 'Early stages of the four-step principle in the built environment', and 'A new public transport act for the 2030s'. Additionally, three transformative spaces were held with representatives from the public sector, industry, academia, and civil society as part of the work on the in-depth strategy for shift 3. Furthermore, the planning of future transformative spaces commenced, and work began on designing a mission-strategic initiative to expand and deepen the work with transformative spaces.</p> | <p>This work has initiated a broader effort regarding the need for a national strategy for demand-responsive public transport. Through transformative spaces, stakeholders have been engaged in new constellations between urban development and mobility.</p> |
| <p><b>Strategic Advisory</b><br/>We consult continuously with stakeholders who can contribute key insights and an understanding of societal trends and global events of significance to the three shifts.</p>  | <p>The Industry Advisory Board has met on several occasions to provide feedback on the program's strategic direction. Similar consultations have taken place with relevant academic environments.</p>  | <p>Anchoring and input for the program's strategic direction.</p>  |
| <p><b>Advocacy</b><br/>We conduct active advocacy to make the program's insights visible to decision-makers and opinion leaders.</p>   | <p>In 2025, the program published several policy papers, reports, and opinion pieces on topics including a new travel expense deduction, demand-responsive public transport, a new public transport act, an integrated four-step principle, and the Horizon Europe framework program. The program has also participated in consultations regarding the EU Urban Agenda and the New European Bauhaus (NEB).</p>   | <p>ShiftSweden has begun to establish a presence and take a leading role in the public discourse as a knowledge-driven contributor and a knowledge hub within urban development and mobility.</p>  |

## 2.3 Transition Labs

The program establishes transition labs that provide stakeholders with the space to explore and experiment, while simultaneously creating the conditions for social learning processes that lead to new knowledge and perspectives. Each lab consists of a portfolio of projects that examine the challenge from various perspectives and through different methodologies. ShiftSweden creates context through transition labs within four activity tracks:

| Activity tracks   | Results  | Outcomes   |
|---|--|--|
| <p><b>Geographic Labs</b><br/>We initiate and conduct labs based on a specific geographic area.</p> | <p>A call for proposals was conducted, resulting in five designated geographic transition labs: the Sälen Mountains, Tingvallastaden in Karlstad, Lindholmen in Gothenburg, Northeast Lund, and Nyhamnen in Malmö. All geographic transition labs are facing major transformations in the built environment and the mobility system. The transition labs commenced in 2025 and will run for five years.</p>  | <p>The geographic transition labs have led stakeholders to mobilize around ShiftSweden's mission and shifts, in combination with the specific challenges of each location.</p> |
| <p><b>Place Types</b><br/>We initiate and conduct labs based on specific types of places.</p>       | <p>A call for proposals was conducted based on two place-type themes: Future-proofing large-scale multi-family housing areas, and the Transformation of street environments in smaller towns and communities. Within the housing area's theme, a transition lab has commenced with three projects. Within Street Environments, a lab has started with four projects. The projects within these labs are based on diverse geographical and organizational conditions and contribute to a variety of competencies and experiences.</p> | <p>This has led to mobilization around the challenges inherent in these themes.</p>  |
| <p><b>Systemic Challenges</b><br/>We initiate and conduct labs based on strategic challenges.</p>   | <p>A call for proposals was conducted based on two systemic challenge themes: Markets and logistics for reuse, and an expanded role for public transport. Within the reuse theme, a transition lab has commenced with eight projects. Within public transport, a lab has started with an equal number of projects. The projects within these labs are based on diverse geographical and organizational conditions and contribute to a variety of competencies and experiences.</p>   | <p>Has led to mobilization around the challenges inherent in these themes.</p>   |

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|---|---|---|
| <p>International Collaboration<br/>We connect with relevant international counterparts to ensure our labs serve as showcases for Swedish innovations, and to test, compare, and validate solutions that are globally competitive.</p> | <p>Work has commenced on linking Swedish labs to international counterparts, including within the framework of DUT's Urban Living Labs, the DUT City Panel, EUI, URBACT, and NEB contexts. This has involved the co-organization of a workshop and presentations at international conferences focusing on living labs. The efforts have also included concrete collaboration within DUT Urban Living Labs, the DUT City Panel, EUI, URBACT, and NEB, featuring co-organized workshops and presentations at international conferences.</p> | <p>Initiated the process of creating the necessary conditions for future international testing, exchange, and the transferability or scaling up of solutions developed within ShiftSweden's labs.</p> |
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## 2.4 Joint Knowledge Production

A central component of the program is to create the conditions for social learning processes based on the principle of 'double-loop learning.' This entails working methods that not only generate knowledge about individual problems but also contribute to an understanding of the root causes and the interconnections between multiple problems and thematic areas.

ShiftSweden creates the conditions for collective learning through four activity tracks:

| Activity tracks   | Results   | Outcomes  |
|---|---|---|
| <p>Expert Advisory Board<br/>We convene experts who follow the program over time, synthesize experiences, and provide feedback on the program's theory of change from the perspective of a "critical friend."</p> | <p>The Expert Advisory Board was established during 2025, consisting of a core group of six researchers and a pool of over 100 experts in various fields relevant to ShiftSweden. The board follows the program and its development from a strategic perspective and has delivered an annual report with reflections and recommendations regarding the theory of change, the strategies for shifts 1 and 2, as well as implemented initiatives such as the foresight lab and the geographic and thematic labs. The Expert Advisory Board has also conducted a synthesis of the foresight lab initiative, utilizing procured resources from the expert pool, which resulted in the report 'Foresight in Practice'.</p> | <p>Organizations and structures for continuous monitoring and reflection are in place. Numerous lessons have been learned regarding the program's strategic documents, and areas for the further development of collective learning have been identified.</p> |

|  |   |   |
|--|---|---|
| <p>Research<br/>We initiate independent research that examines societal developments based on the three shifts.</p>  | <p>ShiftSweden has established a report series to consolidate new knowledge from the program. This includes four state-of-the-art reports linked to the four thematic transition labs launched in 2025. The reports describe the current state of knowledge within each theme and provide a common foundation for the transition labs and their projects to build upon. An additional report introduces an integrated four-step principle for the built environment and mobility.</p>   | <p>Learning within each thematic lab is based on a shared understanding and a common situational assessment. New mindsets regarding the four-step principle at the interface of the built environment and mobility.</p> |
| <p>Community of learning<br/>We create multidisciplinary, global networks of top-tier expertise for collective capacity building, learning, and reflection</p> | <p>In 2025, ShiftSweden began establishing an international Community of Learning (CoL) to support collaborative knowledge development. CoL brings together a global network of leading experts and researchers in a platform for collective learning and knowledge exchange, designed to foster capacity building and inspire new collaborations. The first series of CoL sessions focused on building a shared understanding of place-based innovation. These findings are compiled in an insights report. (<a href="https://arena.shiftsweden.se/inspiration-och-kunskap/111">https://arena.shiftsweden.se/inspiration-och-kunskap/111</a>).</p> | <p>The foundation for an international network for knowledge development has been established.</p> <p>A shared understanding of place-based innovation.</p>   |
| <p>International Connectivity<br/>We link the transition work taking place in Sweden with similar initiatives within the EU and globally.</p>                  | <p>International efforts beyond the CoL (above) are in an initial phase and will be further developed during 2026. An international strategy has been drafted in collaboration with international partners (including a system map). The strategy forms the basis of work aimed at: 1) gaining access to international top-tier expertise and collective learning, 2) increasing impact and international visibility, and 3) creating opportunities to scale up funding and collaboration, both within the EU and globally.</p>   | <p>Deltagande i internationella forum, delegationer och gemensamma evenemang har bidragit till att skapa en grund för fortsatt internationell samverkan</p>   |
| <p>Evaluation<br/>We monitor, evaluate, and measure the long-term effects of the program's initiatives as well as relevant external factors.</p>               | <p>"Evaluation conducted of the 'Places of the Future' initiative, including a learning workshop. Continuous reflection within the Program Office and the Expert Advisory Board, which, among other things, informs the content of this report.</p>   |   |

## 2.5 Communication and Collaboration

The four operational areas are supported by program-wide resources for communication and collaboration. During the program's first year, we established a newsletter with 1,500 subscribers, reached over 3,000 followers on LinkedIn, and launched the "Live från Labbet" (Live from the Lab) concept—a concise, accessible format providing insights into our transition labs, primarily targeting stakeholders in the built environment and mobility sectors.

Within these systems, the program has identified three target audiences that contribute to the mission in different ways:

- **Inner Circle:** Stakeholders within the innovation ecosystem and organizations that naturally follow programs like ShiftSweden. This includes funders, researchers, consultants, civil society, and participants in various innovation projects.
- **Enablers:** Individuals and organizations working with transformation and sustainability. They are already engaged in ShiftSweden's core issues, possess extensive networks, and have a deep understanding of practical realities. Enablers are found in industry, academia, government agencies, and among policymakers.
- **Late Majority:** Those who are often slow to adopt new solutions, preferring to wait until a concept is well-established and proven. Like enablers, they are found across industry, government, and policy-making levels.

Given the program's limited communication resources, we focus primarily on the Inner Circle and Enablers. A key subset of the Inner Circle includes other innovative environments and their established networks. During 2024–2025, the program collaborated both in Sweden and internationally with strategic innovation programs such as Drive Sweden, Smart Built Environment, and Viable Cities. We have also partnered with national R&D environments like Rådslaget, AI Sweden, Svensk Kollektivtrafik, and K2 (The Swedish Knowledge Centre for Public Transport).

## Examples of Collaborative Activities:

National Strategy for Demand-Responsive Transport (DRT): In autumn 2025, we developed a policy paper with Drive Sweden, K2, and Svensk Kollektivtrafik to discuss the need for increased strategic collaboration regarding demand-responsive and automated public transport.

A New Public Transport Act for the 2030s?: A high-level meeting at the Transport Museum in Stockholm where four scenarios for a new Public Transport Act were launched and discussed, organized in collaboration with Rådslaget.

From "Throwaway" to Smart and Circular: A half-day conference in autumn 2025 with Smart Built Environment on how digitalization provides tools to shift from linear construction processes to sustainable, circular business models.

European: During 2025, two workshops were held in collaboration with the architectural competition European Sweden, integrated into the European 18 cycle with the theme "Re-Sourcing."

Government investigation on Regional Planning: ShiftSweden conducted workshops and analytical work on innovation and regional planning in collaboration with the Swedish Agency for Economic and Regional Growth, the National Board of Housing, Building and Planning, and the Transport Administration.

Networking Events and Roundtable Lunches: A roadshow across eight Swedish cities was conducted to launch the program and assess local needs. These events included roundtable lunches with invited stakeholders from industry, the public sector, and academia. Stops included: Stockholm (with IQ Samhällsbyggnad), Lund (with VTI/K2), Umeå (with RISE), Linköping (with VTI), Borlänge (with the Swedish Transport Administration), Halmstad (with Halmstad University), Jönköping (with Jönköping Science Park), Uppsala (with STUNS),

## 2.6 Operational Analysis

ShiftSweden's investments in research and innovation are intended to make substantial contributions to the future of mobility and the built environment. Scarcely two years into the program, it is still too early to draw definitive conclusions regarding outcomes, but reflections can be made based on the activities initiated.

The primary focus has been on launching transition labs. This concept, developed within ShiftSweden, has challenged both the funders' methods for calls for proposals and traditional mindsets among research and innovation practitioners. The labs have introduced a new and previously untested role in the innovation landscape: the lab coordinator.

Alongside the labs, the program delivered a mobilization initiative involving 23 foresight projects from across the country. An evaluation shows that foresight methodology has proven effective in broadening perspectives, engaging diverse stakeholders, and materializing complex future issues at a local level. However, the analysis also indicates that the translation of these future visions into decisions, formal planning, and long-term organizational practice has been limited and uneven. Overall, the evaluation suggests that foresight has significant potential as a strategic capacity for mission-oriented transition, but this potential requires conscious integration into governance structures and program design.

The mission to transition Sweden into attractive and accessible living environments for all constitutes the overarching framework for ShiftSweden's work on gender equality and social equity. The mission emphasizes the requirement that the built environment and mobility must contribute to safety and inclusion. In ongoing operations, this has been integrated through gender equality requirements for funded projects, where 60 percent of project managers are women. However, the Program Office's own evaluation highlights continued challenges, including the need to ensure truly inclusive processes within the program's various working groups.

The program's Expert Advisory Board has evaluated operations, structures, and strategic direction. The evaluation shows that the program was launched with high ambitions and that there is significant interest among researchers, public organizations, companies, and civil society.

Drawing on experiences from previous Strategic Innovation Programs (SIPs), a common dilemma is "projectification" and fragmentation, which negatively impact transition potential. ShiftSweden aims to create learning and change beyond individual projects to reach the system level.

However, the Expert Advisory Board identified certain weaknesses that risk undermining the program's contribution to the shifts and the mission:

- How the idea of double-loop learning is expected to occur within, between, and beyond individual labs.
- How policy feedback loops are to be established.
- How the focus on transformation (deep systemic change) will be maintained.

Regarding double-loop learning, the Expert Advisory Board provides the following specific recommendations: Clarify the link between learning theories and the theory of change. Develop the latter to provide better support for how double-loop learning is expected to occur within, between, and beyond individual projects. Complement the theory of change's focus on scaling up with additional or alternative logics of change. Require that learning theories be clearly integrated into the transition labs—for example, situated learning, learning communities, reflexive governance, or other similar approaches. Double-loop learning also requires that the Program Office itself structurally and reflectively questions the fundamental assumptions that are:

- Operationalized in call for proposal texts,
- Included in instructions for evaluation committees deciding on applications.
- Present in the actions of the Program Office to strengthen its role as a learning node, as opposed to institutional logics and the agency of actors within both the Program Office and the transition labs.

The Expert Advisory Board also suggests increased resource allocation for various types of learning activities between and beyond individual labs and projects. The initial experiences of lab coordinators and project managers serve as vital sources of information.

Regarding the need for strengthened policy feedback, the Board's recommendation is that program management needs to reinforce the program's policy interface. This can be achieved in various ways. The crucial factor is having a well-conceived and clear framework to ensure that results from individual labs and projects are effectively fed back to actors with the mandate to change existing institutions, structures, and regulatory frameworks. The specific activities or working methods may depend to some extent on which shift(s) are involved.

Regarding the importance of focusing on transformation - in the sense of deep systemic change, this partially overlaps with the issue of double-loop learning. Regardless, the Expert Advisory Board considers it essential that

ShiftSweden clearly positions itself in relation to which existing systems and structures need to change, and initiates activities with a genuine capacity to impact them. Here, the theory of change's reasoning regarding leverage points is central. Greater clarity may be needed regarding the key leverage points for each shift, as well as how the transition labs align with these leverage points."

In summary, it is crucial to:

- Not shy away from, but explicitly address, systemic inertia and power relations.
- Balance individual "tech-fix" innovations with a focus on lasting, deep-seated systemic change.
- Identify and visualize levers by strengthening the focus on norms, regulations, and governance, both within transition labs and across other operational areas.

## 3. The Way Forward

ShiftSweden is a large-scale innovation program with numerous stakeholders from two distinct systems: urban development and mobility. This is a challenge that must be transformed into an opportunity. This chapter describes lessons learned from the startup phase and the program's future focus areas.

### 3.1 Lessons Learned to Date

An innovation program must constantly reflect on its strategic direction, the effectiveness of the processes used to identify that direction, and the instruments available to drive change. Based on the activities reported in previous chapters, several overarching lessons have emerged:

**Understandable Transition:** System transformation is inherently complex. It involves questioning established structures and identifying new solutions. When innovative perspectives meet the status quo, resistance is inevitable. Overcoming these barriers requires a narrative of systemic change that is understandable, concrete, and inspiring. It must highlight not just what needs to change, but how.

**Transparent Processes:** With limited resources, the ability to prioritize is crucial. An insight from the startup phase is the importance of identifying the most powerful leverage points for change. To maintain legitimacy, prioritization processes must be transparent, inclusive, and efficient.

**A Broader View of Scaling:** In system innovation, scaling must be multidimensional: **Scaling Out:** Replicating and spreading to new locations and contexts. **Scaling Up:** Influencing laws, policies, and institutional structures to change the "rules of the game." **Scaling Deep:** Changing cultural roots, values, and norms—reaching people's "hearts and minds."

**Focus on Policy Change:** Policy issues need to be addressed more clearly. There is a lack of effective channels for feeding insights back to actors with the mandate to change regulations. ShiftSweden must build the capacity to act on policy opportunities in a non-partisan manner, utilizing the strategic resource of having key agencies and regions represented in the Program Office.

**Limited Instruments:** It has become apparent that the intervention formats offered within Impact Innovation are more restricted than initially assumed, particularly regarding strategic projects. A key lesson is to avoid running too many simultaneous calls, instead reusing successful formats and conducting fewer but larger interventions.

**Traditional Actors Favored:** Call and assessment processes tend to favor actors with high capacity and experience in seeking R&D funding. Involving new actors from the private sector and civil society is more difficult, often due to the burden of co-financing requirements. The "Places of the Future" initiative was an exception, attracting non-traditional actors through its focus on creative, innovative methods.

## 3.2 Continued Work

In the coming years, ShiftSweden will build upon the foundation established during the startup phase. The transition labs will be the engine of this work, but they require support that mobilize more actors and fosters true learning.

Nine focus areas for the program's continued work:

1. "We Show How": Developing the program's narrative on what change is needed and how to achieve it.
2. Policy Development: Upgrading strategic efforts so that program insights are continuously "grafted" into ongoing policy processes.
3. Integrated Interfaces: Increasing focus on the third shift regarding integrated solutions between built environment and mobility.
4. Transition Labs as Engines of Change: Strengthening the ability to lead labs through shared methodological development.
5. Focus on Learning: Concretizing forms for collective learning regarding both the "what" and the "how," in Sweden and internationally.
6. Scaling Operations: Preparing for increased operational volume and higher demands for efficiency within the Program Office.
7. Internal Processes: Refining processes for setting the program's direction in a way that ensures legitimacy among partners and stakeholders.
8. Broadening the Actor Base: Developing intervention formats that make it easier for companies to engage in the program.
9. Collaboration with Others: Expanding cooperation with other national and international initiatives.

## Appendix 1: The Program in Figures

### The Program Office

The program is managed by a broad constellation of actors, with IQ Samhällsbyggnad as the administrative host and coordinating party together with VTI.

- Programme Management: IQ Samhällsbyggnad (administrative host), VTI (Swedish National Road and Transport Research Institute), and RISE (Research Institutes of Sweden).
- Strategic Partners in the Program Office: The National Board of Housing, Building and Planning (Boverket), the Swedish Transport Administration (Trafikverket), Västtrafik, Region Stockholm, Region Skåne, Region Västra Götaland, IVL Swedish Environmental Research Institute, and VREF (Volvo Research and Educational Foundations).

Funding: The Program Office is funded through an annual grant of 10 million SEK, with an additional 10 million SEK in co-financing from the participating organizations.

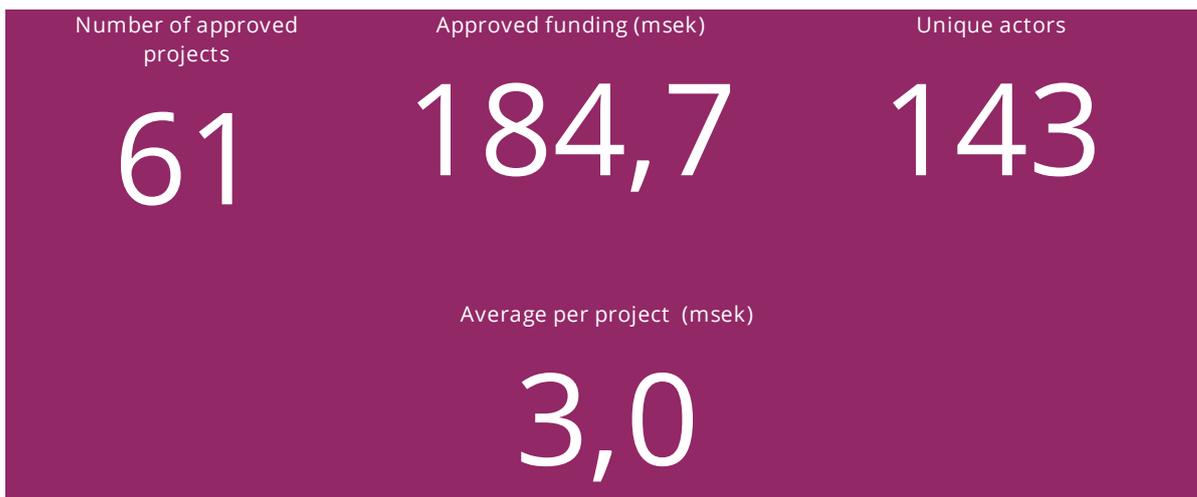
Staffing: The Program Office consists of 17 people from the participating organizations and 3 consultants procured by IQ Samhällsbyggnad. The gender distribution is 65 percent women.

### Initiatives

During its first two years of operation, ShiftSweden has established a broad portfolio of initiatives ranging from strategic expert pools to transition labs. Below is a visualization of all approved initiatives within ShiftSweden (as of December 31, 2025).

A beta version of a dynamic dashboard has been developed to provide continuous information regarding funded initiatives. This dashboard contains more comprehensive data than the report below and can be accessed at [dashboard.shiftsweden.se](https://dashboard.shiftsweden.se).

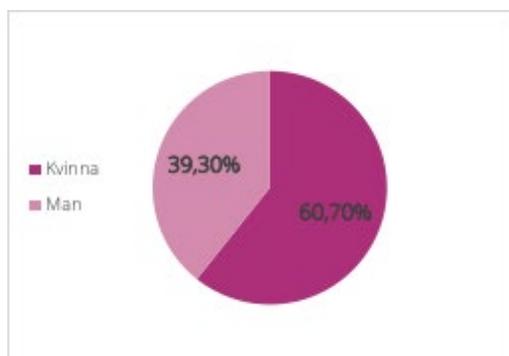
The information in the dynamic dashboard is based, as far as possible, on open data provided by the research funders through the GDP collaboration (<https://gdphub.se/>). As this data is not yet fully complete, certain information is supplemented via manual Excel files, which may lead to minor data discrepancies.



## Medfinansiering för beviljade projekt



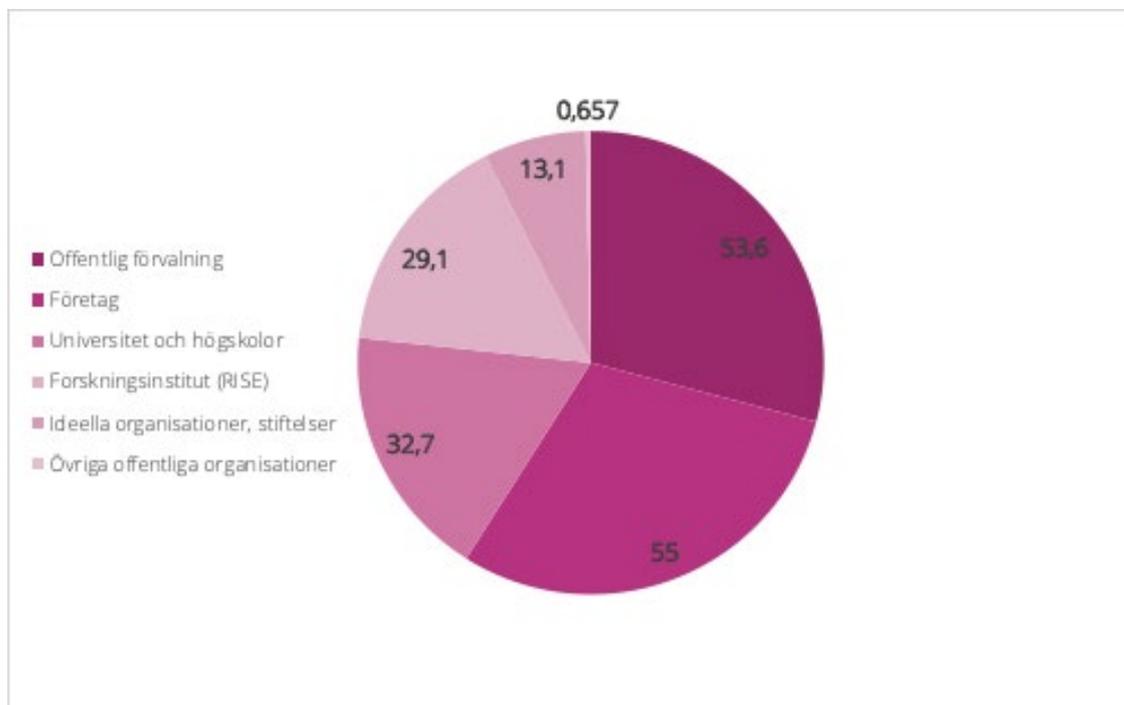
## Gender distribution of project managers in approved projects



## Approves funding per actor (top 15)

| Actor                                      | Org. number | Amount (msek) | Number of projects |
|--|-------------|---------------|--------------------|
| RISE Research Institutes of Sweden AB      | 556464-6874 | 29,1          | 15                 |
| Statens Väg- & Transportforskningsinstitut | 202100-0704 | 13,1          | 6                  |
| Lunds kommun                               | 212000-1132 | 6,9           | 4                  |
| Sustainable Innovation i Sverige AB        | 556753-4010 | 6,9           | 3                  |
| Lunds universitet                          | 202100-3211 | 6,4           | 7                  |
| Malmö kommun                               | 212000-1124 | 6,3           | 3                  |
| Chalmers Tekniska Högskola AB              | 556479-5598 | 5,6           | 2                  |
| EnergiSmeden Re-eko AB                     | 559470-4040 | 5,4           | 2                  |
| Karlstads universitet                      | 202100-3120 | 4,8           | 3                  |
| Högskolan Dalarna                          | 202100-2908 | 4,4           | 1                  |
| Malung-Sälens kommun                       | 212000-2148 | 4,1           | 1                  |
| Karlstads kommun                           | 212000-1850 | 4,0           | 2                  |
| Stiftelsen Botildenborg                    | 802478-8948 | 3,9           | 2                  |
| Sundsvalls kommun                          | 212000-2411 | 3,9           | 2                  |
| Trafikverket                               | 202100-6297 | 3,8           | 2                  |

## Funding per type of organization (msek)



## Geographical distribution per county (top 10)

| County               | Amount (msek) | Number of projects |
|----------------------|---------------|--------------------|
| Västra Götalands län | 52,7          | 23                 |
| Skåne län            | 30,9          | 23                 |
| Stockholms län       | 31,7          | 47                 |
| Dalarnas län         | 22,5          | 14                 |
| Östergötlands län    | 13,8          | 2                  |
| Värmland             | 10,5          | 9                  |
| Västernorrlands län  | 6,1           | 3                  |
| Uppsala län          | 5,7           | 3                  |
| Kronobergs län       | 4,0           | 5                  |
| Kalmar län           | 2,1           | 3                  |

## Research areas (top 15)

Based on categories from funding agencies

| Research area  | Amount (msek) | Number of projects |
|--|---------------|--------------------|
| Interdisciplinary studies in the social sciences                                       | 25,6          | 11                 |
| Other social sciences  | 18,3          | 4                  |
| Other urban engineering and built environment technology                               | 17,0          | 7                  |
| Transport technology and logistics   | 15,0          | 3                  |
| Construction Production  | 10,2          | 2                  |
| Architectural Engineering  | 10,2          | 4                  |
| Environmental Social Science, urban and regional planning, other                       | 9,0           | 1                  |
| Urban development, steering instruments and decision-making processes                  | 9,0           | 1                  |
| Environmental Analysis and Building Information Technology                             | 8,7           | 3                  |
| Rural and regional development   | 8,5           | 1                  |
| Urban development, economy, built environment, other                                   | 8,1           | 1                  |
| Urban and regional planning, other steering instruments and decision-making processes. | 7,7           | 1                  |
| Architecture   | 7,2           | 2                  |
| Other rural sciences   | 6,0           | 1                  |
| Business administration  | 4,6           | 3                  |

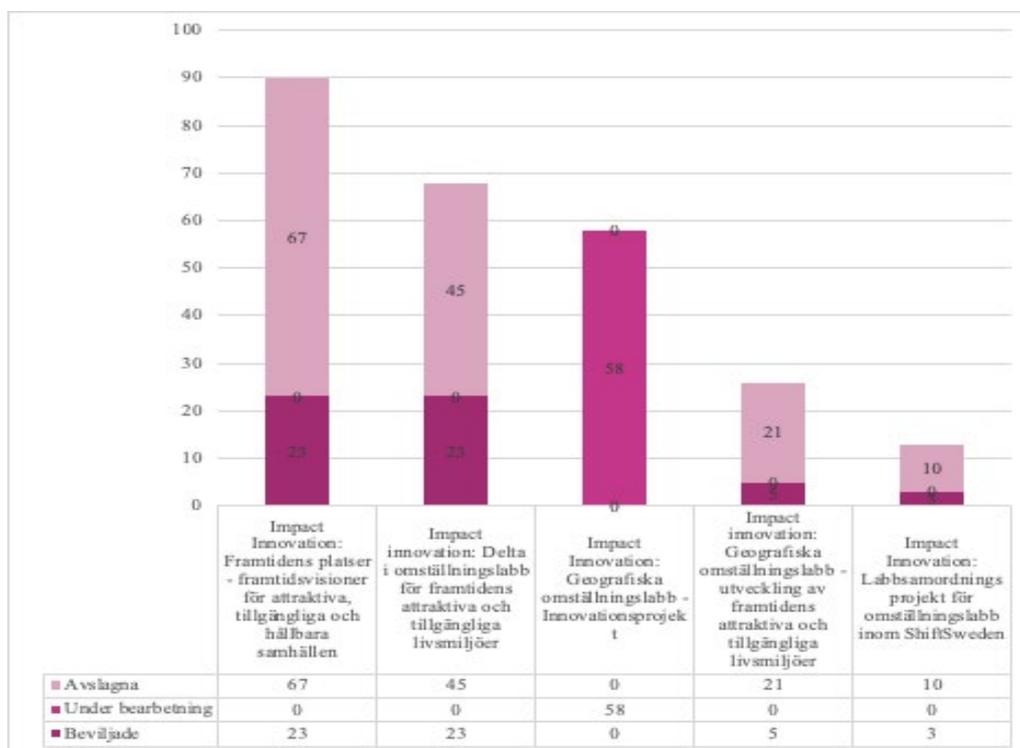
Overview all application (including not approved)



Approval rate per type of actor

| Aktörstyp          | Beviljandegrad |
|--------------------|----------------|
| Public sector      | 43%            |
| Research institute | 27%            |
| Business           | 26%            |
| Civil society      | 24%            |
| Academia           | 20%            |

## Applications per call



## Appendix 2: Indicators

Here is the translation for the section on indicators and monitoring. This translation uses standardized terminology for program management and system innovation (such as the Quadruple Helix and Impact Innovation frameworks).

For upcoming Impact Innovation reports, a more strategic set of indicators will form the basis for the program's monitoring and governance. These indicators must be strategically relevant and clearly measurable, capturing both performance (outputs) and achieved results (outcomes). The indicators shall be explicitly linked to the Theory of Change, the mission, the three shifts, and the four operational areas, as well as key program aspects (Quadruple Helix collaboration, systems perspective, various innovation phases, and overarching Impact Innovation goals regarding international connectivity and gender equality).

Below is a draft of the indicators to be further developed by the Program Office in dialogue with the funding agencies.

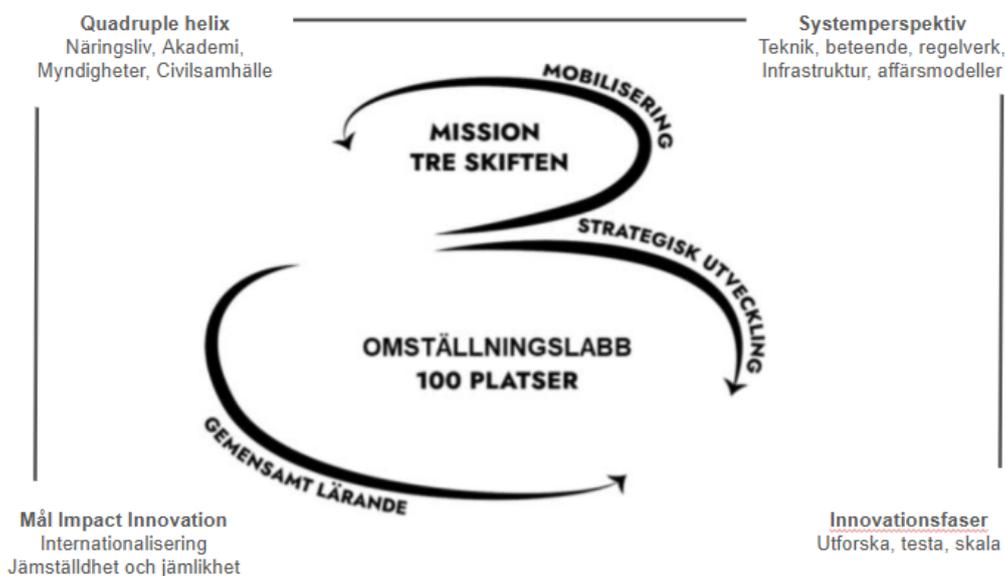


Figure 2, Description of the organization and indicators that form the basis for the program's monitoring.

## Mission and Shifts

- Number of locations where ShiftSweden has demonstrated how to transition to attractive and accessible living environments for all (Goal: "We show how" in 100 locations).
- Number of new solutions or working methods for circular construction (explored, tested, or implemented).
- Number of new solutions or working methods for competitive alternatives to private car travel (explored, tested, or implemented).
- Number of new solutions or working methods at the interface of the built environment and mobility (explored, tested, or implemented).

## Movement

- Number of organizations involved in dialogues about the future.
- Number of companies, agencies, and other organizations testing new business models, working methods, or measures for behavioral change among customers, partners, or the general public
- Number of active members in the ShiftSweden Arena.
- Number of international collaborations contributing to Nordic, European, or global movements.

## Strategy Formation

- Number of identified leverage points that have led to one or more program activities.
- Number of policy proposals based on ShiftSweden's operations.
- Number of policymakers (Enablers) who have actively engaged with results from ShiftSweden's activities (Goal: at least 100 per year).
- Agility and integration: The program's ability to manage/integrate emerging solutions/technologies (e.g., e-scooters, autonomous vehicles) in a way that benefits the mission and shifts (e.g., by "skilling up" municipalities and actors).

## Transition Labs

- Distribution of innovation projects across system dimensions: Percentage focusing on technology, regulations, behavior, infrastructure, and business models, respectively.
- Distribution of innovative projects across phases: Percentage in exploration, testing, and scaling phases.
- Stakeholder representation (Quadruple Helix): Percentage of actor categories participating in innovation projects (Companies, Public Authorities, Academia, and Civil Society).
- Number of international collaborations between ShiftSweden labs and international environments.
- Inclusivity: Percentage of innovation projects incorporating a gender equality or equity perspective.

## Joint Knowledge Production

- Number of scientific reports or articles regarding ShiftSweden's shifts.
- Number of activities where knowledge from ShiftSweden is highlighted and discussed.
- Number of international activities where knowledge from ShiftSweden is highlighted and discussed.

## Overarching Result Indicators

- Number of new technical solutions implemented.
- Number of new regulations or policies adopted.
- Number of new business or management models adopted or modified.
- Number of new infrastructure projects planned and prepared.
- Number of behavioral interventions implemented.

## Appendix 3: Publications from ShiftSweden

### Strategic reports:

Hultén, John et al, 2025. Förändringsteori. Skiftologi - Så skapar vi impact. ShiftSweden rapport.

<https://www.shiftsweden.se/Media/udtfwwtz/forandringsteori-shiftsweden-publik.pdf>

Schnurr, Maria et al, 2025. Fördjupad strategi. Från ohållbara transporter till konkurrenskraftiga alternativ till enskilt bilresande. ShiftSweden rapport.

[Fördjupad strategi Skifte 2 - Mobilitet \(publik\)](#)

Samuelsson, Olle et al, 2025. Fördjupad strategi: Från resursintensiva samhällsbyggnadsprocesser till cirkulära affärsmodeller. ShiftSweden strategirapport [Fördjupad strategi Skifte 1 - Cirkulär samhällsbyggnad \(publik\)](#)

### Insight reports:

Eriksson, Eva-Lena, 2025. En breddad roll för kollektivtrafiken. En kunskapsöversikt. ShiftSweden insiktsrapport 2025:1. [V.0.99 - En breddad roll för kollektivtrafiken\\_Oxford.docx](#)

Stenberg, Erik, 2025. Framtidssäkra storskaliga flerbostadshusområden. En kunskapsöversikt. ShiftSweden insiktsrapport 2025:2. [V.0.99 - Shift Sweden Rapportserie\\_Storskaliga flerbostadshusområden\\_250617.docx](#)

Ranhagen, Ulf, 2025. Omvandling av trafikmiljöer i mindre städer och samhällen. En kunskapsöversikt. ShiftSweden insiktsrapport 2025:4. [Omvandling av trafikmiljöer i mindre städer och samhällen](#)

Mjörnell, Kristina, 2025. Marknad och logistik för återbruk. ShiftSweden insiktsrapport 2025:3. [V. 0.99 - SOTA Marknad och logistik för återbruk\\_FINAL.docx](#)

Hultén, John och Mjörnell, Kristina, 2025. En integrerad fyrstegsprincip för ett resurseffektivt samhälle. 16 synergier mellan samhällsbyggnad och mobilitet. ShiftSweden insiktsrapport 2025:5. [Insiktsrapport - En integrerad fyrstegsprincip för ett resurseffektivt samhälle.docx](#)

## Other reports

Hultén, John, 2024. En ny, hållbar frihetsreform för framtidens mobilitet - Vad staten kan göra. Rapport inom Rådslaget.

[En+ny,+hållbar+frihetsreform+för+framtidens+mobilitet+-+Vad+staten+kan+göra.pdf](#)

Sheperdson, Emma, 2025. Place-based innovation: Insights from the ShiftSweden Community of Learning. ShiftSweden rapport.

<https://shiftsweden.s3.eu-north-1.amazonaws.com/public/storage/resources/La6nPyRmf49mlBnGdhacV5Lh1lf3DqDQ14WOb4h.pdf>

## Appendix 4: Key Personnel

### Steering Group

Catharina Elmsäter-Svärd, CEO, The Swedish Construction Federation

Anna Möller, Director of City Planning, City of Helsingborg

Anita Aspegren, CEO, Swedish Centre for Innovation and Quality in the Built Environment

Björn Sandén, Professor of Innovation and Sustainability, Chalmers University of Technology

Helena Bjarnegård, Chair of the Council for Sustainable Cities, Head of City Planning, Municipality of Varberg

Henriette Söderberg, Chalmers University of Technology, Chair of the Architecture Academy

Johan Zackrisson, Head of Business Development, Faberge

Johanna Bjurskog, Head of Sustainability, Riksbyggen

Lars Backström, CEO, Västtrafik

Rune Brandt, Head of Urban Planning and Development, Municipality of Umeå

Susanne Nielsen Skovgaard, The Swedish Transport Administration

Tomas Svensson, Director General, Swedish National Road and Transport Research Institute

Coralie Chasset, Co-opted Member, Swedish Energy Agency

Johanna Johansson, Co-opted Member, Sweden's Innovation Agency

Mattias Blomberg, Co-opted Member, Swedish Research Council for Sustainable Development

## Office

### Management team

John Hultén, Program Director, Swedish National Road and Transport Research Institute

Emma Hult, Deputy Program Director, Swedish Centre for Innovation and Quality in the Built Environment

Maria Schnurr, Transition Lead Mobility, RISE

Olle Samuelson, Transition Lead Built Environment, Swedish Centre for Innovation and Quality in the Built Environment

Elias Arnestrand, Process Leader, Consultant

Carl-Martin Vikingsson, Communications Manager, Consultant

Jenny Simonson, Communications & Program Support, Consultant

### Other members

Emma Shepherdson, Innovation Strategist, VREF

Håkan Karlsson, Innovation Strategist, Region Stockholm

Jessica Andersson, Innovation Strategist, Swedish Transport Administration

Jonna Bäckström, Innovation Strategist, Swedish Transport Administration

Maria Nilsson, Innovation Strategist, Swedish Transport Administration

Lidia Partheni, Innovation Strategist, IVL Swedish Environmental Research Institute

Line de Verdier, Innovation Strategist, Region Västra Götaland

Martin Larsson, Innovation Strategist, Region Skåne

Viktoria Buskqvist, Innovation Strategist, National Board of Housing, Building and Planning

Karin Rydberg, Innovation Strategist, Västtrafik

Expert Advisory Board, core team

Karolina Isaksson, Professor, Swedish National Road and Transport Research Institute

Lars Stehn, Professor, Luleå University of Technology

Cornelia Redeker, Professor, Umeå University

Jan Bröchner, Professor Emeritus, Chalmers University of Technology

Lars Coenen, Professor, Western Norway University of Applied Sciences

Merritt Polk, Professor, University of Gothenburg

In addition to the core group, the Expert Advisory Board consists of approximately 100 experts.

Strategic Advisory Board

Anders Gustin, The Swedish Association of Plumbing and HVAC Contractors

Anna Grönlund, The Swedish Bus and Coach Federation

Shashika Sellgren, The Association of Swedish Train Operating Companies

Veronica Sochman, The Swedish Construction Federation of Material Manufacturers

Richard Österberg, The Federation of Swedish Innovation Companies

Johan Wadman, The Swedish Public Transport Association

Katarina Sundberg, The Swedish Waste Management Association

Lars Redtzer, The Swedish Construction Federation

Anna Hamberg, Swedish Association of Local Authorities and Regions

Rikard Silverfur, The Swedish Property Federation

Tommy Lenberg, The Swedish Association of Client Organizations