# Contents:

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>3</td>
</tr>
<tr>
<td>Challenge Summary</td>
<td>4</td>
</tr>
<tr>
<td>Key Idea Summary</td>
<td>5</td>
</tr>
<tr>
<td>Workshop Overview</td>
<td>6</td>
</tr>
<tr>
<td>Group Activity Discussion and Output:</td>
<td></td>
</tr>
<tr>
<td>Copenhagen Challenge:</td>
<td></td>
</tr>
<tr>
<td>Group C1</td>
<td>8</td>
</tr>
<tr>
<td>Group C2</td>
<td>9</td>
</tr>
<tr>
<td>Group C3</td>
<td>10</td>
</tr>
<tr>
<td>Group C4</td>
<td>12</td>
</tr>
<tr>
<td>Helsinki Challenge:</td>
<td></td>
</tr>
<tr>
<td>Group H1</td>
<td>14</td>
</tr>
<tr>
<td>Group H2</td>
<td>15</td>
</tr>
<tr>
<td>Group H3</td>
<td>16</td>
</tr>
<tr>
<td>Group H4</td>
<td>17</td>
</tr>
<tr>
<td>Concluding remarks and next steps</td>
<td>18</td>
</tr>
<tr>
<td>Attendees List</td>
<td>19</td>
</tr>
</tbody>
</table>
On the 9th October 2019, C40 Cities joined Danish Design Centre (DDC), CLEAN and BLOXHUB to host the C40 City Solutions Platform Live at BLOXHUB event during the 7th edition of the C40 World Mayors Summit in Copenhagen.

In this unique event we hosted two climate challenge co-creation workshops simultaneously with the cities of Copenhagen and Helsinki:

- Copenhagen Sustainable Food Procurement Challenge
- Helsinki Energy Challenge

The purpose of the event was to bring local and international solution providers together with city officials at an early-stage to understand the context around the Helsinki and Copenhagen challenges and thus co-create possible solutions through facilitated design-thinking. The solution providers included private companies, academic representatives, consultants, start-ups and NGOs.

We were joined by representatives from Realdania, the Mayors of Helsinki and Lima, and the Deputy Mayor of Copenhagen for keynotes, and a variety of innovative solution providers including local festivals, farmers, academics, consultants and manufacturers for the workshops and pitches.

"Big innovation comes through co-creation"
- Jan Vapaavuori Mayor of Helsinki

Key discussion points of the day centred around the topics of:

- Giving more choice and control to local communities through decentralisation of food and energy systems – human-centred solutions are more sustainable.
- Finding new target groups – who do we need to engage and involve more stakeholders in the sustainable energy and food challenges to accelerate action?
- Creating better local networks to pool resources, share knowledge and match producers to local businesses.
- Improving consumer knowledge and choice around both energy and food consumption to empower sustainable decision-making.
- Understanding the priorities of citizens.
- Strength in diversity of solutions – using a combination of strategies will increase resilience.
The **Copenhagen Municipality** seeks to improve food procurement processes to procure food from small, local, organic and sustainable producers, to reach the City’s target of reducing CO₂ emissions from public meals by 25% by 2025, and to support a sustainable regional food system.

**Copenhagen Municipality is looking for solutions that will:**
- improve the ability for local producers to deliver produce to public meals;
- highlight and assign value to climate reductions;
- have no additional cost to the annual procurement budget;
- increase the incentives for local producers to transition to more sustainable and climate friendly food production;
- be applied by all types and sizes of public kitchens;
- be tested in small scales.

The **City of Helsinki** seeks innovative long-term solutions for producing emissions-free heat without biomass to replace coal in order to be carbon-neutral by the year 2035.

**The City of Helsinki is looking for solutions that will:**
- probably be formed of solutions complementary to each other, where the goal is to fit together the most functional, ecological, sociological and economically sustainable package for the city;
- be implementable before 2029 to prepare for the coal ban;
- majorly impact the heating system of Helsinki;
- Not use biomass.

The City Solutions Platform Live event forms a part of the city of Helsinki’s preparations for its global ‘Helsinki Energy Challenge’, which will officially launch in 2020. All parties will have an equal opportunity to bring their solutions to the table to win an impressive €1 million-euro prize.
**Copenhagen Food Procurement Challenge**

**The Hub**
Create a platform for food start-ups and SMEs to pool resources and knowledge and provide an efficient channel to market.

**Alliance for Food Transition**
Create a co-op model between farmers and kitchens, involving local government, companies, distributors and the education system.

**CPH Food Hub**
Prototype public kitchens to match organic SMEs and to create a food hub with test kitchen and “food schools”.

**Farm to Kitchen Digital Platform**
Provide a user-friendly system to match available small-medium producer output to fulfil kitchens’ next-week menus.

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**Helsinki Energy Challenge**

**Greener and Closer**
Reduce energy consumption by promoting the installation of smart meters in every home.

**Harness the Complementarities**
Embrace a combination of central and decentralised energy supply in Helsinki.

**Helsinki Heat Loop**
Incentivise existing and new waste heat industries to deliver heat to Helsinki.

**Moving Real Estate Owners**
Encourage real estate owners to invest in a broad range of green energy solutions to gain financial incentives.
WORKSHOP OVERVIEW

Part 1 - Opening Keynotes:
The day commenced with keynote speeches from:
- Kevin Austin (C40 Deputy Executive Director) on why we need to take ambitious climate action together and previous success stories of the City Solutions Platform;
- Frederik Tauber (BLOXHUB), our hosts on their Nordic hub for sustainable urbanisation;
- Franciska Rosenkilde (Deputy Mayor of Copenhagen) on the challenges Copenhagen faces in driving cross-sector collaboration on their climate action plan and why sustainable food procurement is a priority.

City officials Laura Uutu-Deschryvere from Helsinki and Thomas Jakobsen from Copenhagen then joined Pelle Lind Bournonville (Realdania) to present and frame the two city challenges for the solution providers.

Part 2 - Co-creation Workshops:
Participants moved to the Danish Design Centre where they split into two groups to unpack each challenge in more detail. The room then broke out into small cross-sector groups to form challenge questions using design thinking methods. DDC tasked the groups with brainstorming the causes and consequences of key challenges faced by target groups in order to focus the problem.

The groups then devised some “how might we” (HMW) questions based around:
1. the context of the challenge
2. the main target group involved in/affected the solution
3. the value that this group will experience from the solution
4. a method to deliver this value

They then presented their questions to the room, which allowed groups to offer and receive feedback. This session allowed the groups to narrow down the scope of their ideas and frame solution development.

After lunch, the groups were challenged to pick their favourite HMW and begin innovating feasible and replicable ideas to answer their questions. After brainstorming, clustering into themes and filtering out the best ideas, the groups presented back to the room to inspire one another and gain more feedback. The teams then elaborated their ideas further using concept posters and developed 3-minute lightning pitches to present during the CSP Live Reception.
Part 3 – Reception & Pitches:
Having been joined by more high-level partners, the early-afternoon CSP Live reception began with keynote speeches from:

- **Kevin Austin** (C40 Deputy ED) - welcome
- **Nina Kovsted Helk** (Philanthropy Director at Realdania), who talked about why Realdania funds the City Solutions Platform
- **Mayor Jan Vapaavuori** of Helsinki, who spoke about the ‘Helsinki Energy Challenge’ and why it is important for the challenge to be addressed through a collaborative initiative
- **Mayor Jorge Muñoz Wells** of Lima, who discussed the city’s ambition to reduce the amount of solid waste disposed in landfills and the challenges of scaling this practice city-wide.

This was followed by an expert panel discussion moderated by **Katrine Hertz Mortensen** (Danish Design Centre) with **Dan Dowling** (PwC Director of Cities & Urbanisation), **Sune Knudsen** (COO, DDC) and **Annemarie Munk-Riis** (Head of Business and International Affairs, City of Copenhagen), on the topic of:

“fostering innovation in cities to accelerate climate action”

**Key outcomes** of the panel discussion were:
- we need **systemic** and **concrete solutions**
- different skills required for innovation and scaling
- there is a **difference between policy and new technological innovation**, these silos need to move together
- Start-ups are free-riding and shouldn’t be afraid of failure

Each group then presented 3-minute pitches of their solutions from the co-creation workshop sessions to a panel of city officials. The panel included **Laura Uutu-Deschryvere** (City of Helsinki), **Mikkel Zinck Schröder** (Special Advisor, Copenhagen Municipality) and **Betina Bergmann Madsen** (Chief Advisor, Copenhagen Municipality). All groups received excellent feedback for their pitches from the city officials especially give the short amount of time they had to create them.

Finally, **Jonathan Walter** (Director of C40 Business and Innovation) closed the day by thanking all the organisers and participants for their contributions. Overall, it was a thoroughly enjoyable and productive day, giving rise to many fantastic challenge solutions and partnerships.
Copenhagen Food Challenge

GROUP C1 – The Hub

Sample Group members: Neel Hansen (Copenhagen Organic Farm), Kim Rahbek (Business Lolland-Falster), Tatiana Gavrilo (Agile Design), Luan Baptista Ribeiro (C40), Betina Bergman Madsen (City of Copenhagen).

Mission: to create a platform for food start-ups and SMEs to pool resources and share/store knowledge and provide an efficient channel to market.

Target Group: Danish food farmers and producers

Stakeholders: municipalities, business hubs

Value for the target group:
- increased competitiveness around distribution
- local jobs

What resources are available?
- Willingness to invest locally
- Regional funds
- EU funds

Value for city and society:  
- Increased biodiversity
- Better food quality
- Regional development
- Green jobs
- Increase livelihood in farming communities

What knowledge and competencies are needed?
- Regulatory knowledge
- Farming
- Distribution

Possible financial mechanisms:
- Seed capital from private/public
- Regional or EU funds
- Evergreen funds
- May take a while to become financially viable

Implementation obstacles:
- Lack of knowledge
- Lack of resources and ownership
- Lack of capacity
- Unknown location
- Challenges around who to involve in the programme
GROUP C2 - CPH Food Hub

Sample Group members: Lotte Nystrup Lund (Futurista), Betina Bergmann Madsen (City of Copenhagen), Line Rise Nielsen (Københavns Madhus), Anders Nicolajsen (Danish Agriculture and Food Council), Stine Lolk (Copenhagen Cooking and Food Festival), Stefania Amato (C40), Annika Friepörtner (Dansk-Tysk Handelskammer).

Mission: To prototype public kitchens to match organic SMEs and to create a food hub with test kitchen and “food schools”. To trial the mechanism on different target groups and sizes.

Target Group: kitchen staff, procurement officers, wholesalers, local SMEs

Stakeholders: SMEs, Copenhagen municipality

Value for the target group: 
- Finding solutions for the big scale 
- Testing food hub solutions

What resources are available? 
- International case studies 
- Great kitchens with motivated staff 
- A food strategy and political will

Value for city and society: 
- Prepare a good decision for full-scale implementations 
- New jobs (long-term) 
- Better and more diverse produce

What knowledge and competencies are needed? 
- Logistics 
- Open-mindedness in the whole value-chain 
- Food safety

Possible financial mechanisms: 
- The procurement tender is available now 
- Implementation budget for the food strategy

Implementation obstacles: 
- Rules and regulations around cooling chain/ storage/ hygiene 
- Organic certification (many SMEs do not have the resources yet) 
- Legal reasons to exclude test kitchens

Implementation scale: 
- Year 1: 
  o Map the problem and other examples 
  o Select kitchens 
  o Establish prototype food hub in cooperation with existing solutions 
- After 1 year of scoping the challenge, trial the project and scale up
GROUP C3 – Farm to Kitchen Digital Platform

Sample Group members: Erin Sherman (Ideas42), Henrik Bjørnager Jensen (CLEAN)

Mission: To design a user-friendly system to match available small-medium producer output to fulfil kitchens’ next-week menus via pre-qualification, automatic matching and easy entry of supply and demand data. Includes menu and recipe options for crops available.

Target Group: small-medium producers, small-large kitchens

Stakeholders: Copenhagen procurement, kitchen meal planners, ‘hub’ cooperative delivery network, designers and developers, SMPs.

Value for the target group:
- Market access
- Fresh, seasonal and local produce and the tools to prepare it
- Relationships with producers to educate eaters

What resources are available?
- Past systems
- SAP
- Networks of SMPs e.g. Organic Denmark

Value for city and society:
- More fresh local produce
- Tasty, nutritious food
- Improved food literacy
- Reduced transport and food waste emissions – with option to leverage for plant-based diets
- Local and national food self-sufficiency
- Improved local tourism economy

What knowledge and competencies are needed?
- User-responsive software development
- Engaged user base
- Community engagement – need education professionals to leverage relationship with student community
- Public food education
- SAP integrations
- Need someone to curate and recommend seasonal recipes

Possible financial mechanisms:
- Funding from city of Copenhagen
- EU prototyping funding

...continued overleaf
Implementation obstacles:
- Law, current procurement rules may be tight
- Finance/ unstable ownership

Other considerations: pre-qualification, delivery, volume/co-tendering, awareness, long-term investments and relationships, plant-based focus.

Implementation scale:
- Prototype, test, scale in first 2 years
- Add features for long-term sector transformation after ~5 years
GROUP C4 – Alliance for Food Transition

Sample Group members: Bjarke Kovshøj (Climate-KIC), Per Kolster (Organic Denmark), Pelle Lind Bournonville (Realdania), Kjartan Sviestrup Andersbjerg (Roskilde University), Astrid Dahl (City of Copenhagen), Olivia Bedworth (C40)

Mission: To create a co-op model between farmers and kitchens, involving local government, companies, distributers and the education system.

Target Group: regional small-medium sized farms

Stakeholders: regional small-medium farms, ministry of food, production kitchen, kindergartens

Challenges identified:
- S/M farmers aren't visible on the regional scale
- How might we create an alliance (organised relationships/market systems) (within food procurement system) that benefits farmers and consumers to generate knowledge shared?
- How might we create a supermarket for professional kitchens?
- How might we develop an online market?
- How can collective purchasing systems (online) support farmers?
- How can we organise a regional market?

Value for the target group:
- Resilience for farmers
- Boost to income
- Better working relationships
- Stronger commitments
- Increased awareness of food
- Greater diversity of produce

...continued overleaf
What resources are available?
- There is a current demand for these projects from the public
- Political awareness

Value for city and society:
- Fresh, better quality food
- Increased sustainability
- Better connectivity across the food sector
- City food strategies and targets can be achieved

What knowledge and competencies are needed?
- Alternative wholesalers
- Education for chefs
- Innovative procurement officer
- Researchers to measure progress and achievements

Possible financial mechanisms:
- Foundations
- Public support programs
- Business income from co-op
- New procurement system

Implementation obstacles:
- Time-consuming work
- Expensive to run and high start-up costs
- Need political will for funding

Implementation scale: approximately 4 years to scale-up
Helsinki Energy Challenge

**GROUP H1 – Harnessing the Complementarities**

**Sample Group members:** Lauren Basson (Green Cape), Daniel Mortensen (Flood Frame), Chris Pountney (C40), Enlai Hooi (Schmidt Hammer Lassen Architects).

**Mission:** To encourage energy companies and real estate owners to embrace a combination of central and decentralised energy supply in Helsinki.

**Target Group:** Energy Companies, Real Estate Owners

**Stakeholders:** Green Tech Suppliers, Smart System Suppliers, Citizens

**Challenges identified:**
- Who will pay for distributed heat infrastructure - Energy company or real-estate owners?
- Is there a willingness to engage with more complex, distributed solutions?
- Is there a willingness to give up some control of the centralized system?
- What are the legal implications of distributing network infrastructure (re: ownership, accessibility, etc)?

**Value for the target group:**
- energy company will have smaller capital costs
- real-estate owner will benefit from lower energy costs

**Resources available:**
- heat pumps and exchange
- energy storage
- intelligent controls

**Value for city and society:**
- lower capital costs
- 920 mega-watt reduction in base-load of central supply
- smaller centralized heating systems

**What knowledge and competencies are needed?**
- Willingness to engage in complex, distributed systems

**Possible financial mechanisms:**
- Supplier
- Private funding

**Implementation Obstacles:**
- supplier willingness to give up control of the system
- legal obstacles
GROUP H2 – Greener and Closer

Sample Group members: Guilherme Johnston (Connected Places Catapult), Lea Jehl (CLEAN), Josephine Michau (MICHAU + ApS), Priya Mani (Leapcraft), Thor Moen (Smart Innovation Norway), Thor Mosaker (Smart Innovation Norway).

Mission: To enable green end-user driven utility. With the smart metering system, the customer becomes a prosumer (a consumer who becomes involved with designing or customizing products for their own needs). The energy consumer becomes aware of its individual consumption and can therefore develop mitigation measures to decrease its energy consumption. In the end, the energy use will be reduced.

Target group: Heating consumer

Stakeholders: Value chain, network

Value for the target group:
- Lower bills
- More efficient system
- Self-control
- Less energy loss

What resources are available?
- Tech-Companies
- Co-funding

Value for the city and the society:
- Reduction of CO2 emission
- Clean air
- Reduction of maintenance, reduction of investments, reduction of production.

What knowledge and competencies are needed?
- Smart Grid-Smart market
- End-user involvement
- Communication
- Possible financial mechanisms
- Reduced costs for energy/coal → reduction for consumer (self-cost)

Implementation obstacles:
- Culture
- Political will

Implementation scale:
- 2-4 years for the end-user digitalization
- 8 years for the production
GROUP H3 - Helsinki heat loop

Sample Group members: Elliott More (Arup), Daniel Emmet (NEXT Energy Technologies), Jonathan Walter (C40), Helena Paulsson (ÅF Consultant), Urmas Lepik (Innovation Norway)

Mission: Program to incentivize delivering waste heat into the city and attract new actors. The value lies in the additional revenue stream and the attraction of new businesses in the city, technical support and financial investments.

Target Group: Existing and new waste heat industries

Stakeholders: City of Helsinki, waste heat industry, citizens

Challenges identified:
- How might we aggregate the existing heat sources in Helsinki?
- How might we incentivize waste heat industries, to set up shop in Helsinki and do business with the city?
- How might we get more waste heat producers to deliver heat to Helsinki?

Value for the target group:
- Additional revenue stream
- Helsinki Heat Loop certificate

What resources are available?
- Existing district heat infrastructure
- Existing waste heat resources

Value for city and society:
- Attracting new business to the city
- New green jobs
- Solving the coal problem

What knowledge and competencies are needed?
- Sophisticated incentive and regulatory design capability
- Transparent process
- Technical support for transition

Possible financial mechanisms:
- Financial Incentive: Guaranteed price and purchase of heat
- Mandate: requirement to deliver waste heat to system
- Land incentive: use former coal plants or could be a tax-free zone

Implementation obstacles:
- Resistance to private supplier
- Quality/reliability of heat supply
- Practical integration challenges

Implementation scale: 2-5 years
GROUP H4 – Moving Real Estate “owners”

Sample Group members: Lise Nielsen (Innovation og projektudviklin), Scott Allison (CLEAN), Allan Ruberg (ÅF), Harjeet Rekhi (DELL), Jenni Patronen (Pöyry Management Consulting)

Mission: To encourage real estate owners to invest in a broad range of green energy solutions, including community power ownership, in order to gain access to financial incentives e.g. low interest, favourable loans, long-term agreements.

Target Group: Real estate owners (residential and commercial)

Stakeholders: investors in traditional power, tenants, new energy businesses, government

Value for the target group:
- Participate in green transition in a financially feasible way
- Flexibility and choice on solutions they want

What resources are available?
- Experience from other case studies

Value for city and society:
- Move towards sustainability
- More investment streams in new energy solutions
- Pulling market to sustainable solutions

What knowledge and competencies are needed?
- Building codes for 2030-2050 (C40 will advise on this)
- Experts for combining BAT into viable solutions for the actual building
- Ownership models for central energy plants

Possible financial mechanisms:
- Low-interest loans
- re-finance access
- stable policy regime
- community power with minimum 20% local-share ownership

Implementation obstacles:
- Lack of national support for city policy
- Lack of care in policy implementation
- City wants to preserve power plant ownership

Implementation scale: 1-5 years
Conclusion and Next Steps

The CSP Live workshop was a great success which generated cross-sector collaboration and creative, new ideas for both city challenges. The C40 City Solutions Platform and the organising partners would like to thank everyone who took part as a speaker, facilitator or participant in the workshops & keynotes.

Overall, the city officials were impressed by the calibre of the pitches and are hoping to take a range of the ideas forward. The city of Helsinki is already planning to launch the ‘Helsinki Energy Challenge’ competition in 2020, where solution providers can pitch their ideas for an impressive €1 million-euro prize. To find out more about the challenge, visit [www.energychallenge.hel.fi](http://www.energychallenge.hel.fi).

Copenhagen Municipality are evaluating the ideas generated in the workshop and look to develop the concepts further in collaboration with partners and city officials in 2020. By 2021 they hope to pilot-test some of the ideas with solution providers and scale-up the successful solutions in 2023.

The C40 City Solutions Platform is an innovation process and will continue to support Copenhagen and Helsinki to identify the key outcomes from the workshop and scope a pathway to implementing the solutions.

The presentations, additional comments and further questions from the workshop will be shared on the C40 CSP platform, which you can access by registering [here](http://here). To find out more about our previous challenges or how you could get involved in one of our future challenges, head to the CSP website.
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