City Solutions Platform Tel Aviv-Yafo Workshop January 2019

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EXECUTIVE SUMMARY

On January 22nd – 23rd 2019, Tel Aviv-Yafo city representatives joined C40 and CLEAN to host the C40 City Solutions Platform workshop in The Library, Tel Aviv-Yafo. This workshop was facilitated by consultants from Arup and Legacy. In May 2019, Tel Aviv-Yafo will host the 2019 Eurovision Song Contest. The City worked with the C40 City Solutions Platform to co-create zero waste and sustainable food solutions to showcase during the Eurovision event with the aim for many successful solutions to remain in the City after.

The purpose of the workshop was to bring local solution providers – private companies, academic representatives, consultants, start-ups and NGOs – together, to understand the context around Tel Aviv-Yafo’s challenge and thus co-create possible solutions.

Tel Aviv-Yafo municipality aims to:

- Present Eurovision 2019 as a global example for sustainable food and zero waste events
- Create a city guideline, or protocol, for how to plan and manage sustainable events, thereby reducing the city’s carbon footprint from large public events
- Work more effectively with innovative food and waste solution providers, including circular economy, sustainable food and food rescue companies.

The workshop was preceded by a site visit on Monday 21st January to the Eurovision concert venue (The Expo), the Ganey Yehoshua Park (site of the Eurovision tent Village) and the Charles Clore Park (hosting side events and screenings of Eurovision). This site visit enabled solution providers to visualise where and how solutions could be implemented not only in the short term for Eurovision, but also in the long term to increase the accessibility of sustainable services for the residents of Tel Aviv-Yafo.
Tuesday 22nd January marked the first day of the workshop, with over 50 local solution providers attending. The workshop was hosted by The Library Tel Aviv, an urban innovation space on 9 Ahad Ha’am Street. Tel Aviv-Yafo municipality and other key stakeholders presented during the morning session, providing detail around the context of the challenge (the topics presented on included project/event objectives, design parameters, constraints, possible solution business models, experience with municipal partnerships). This initial challenge context enabled participants to form groups and co-develop more focussed “design questions”, in order to focus on the key aspects of the challenge. The purpose of this group activity was to frame the solution development which would occur during Day 2 of the workshop.

Wednesday 23rd January saw the solution providers return for an innovative day of solution co-creation. Groups formed around the selected design questions, as presented by the City, to work on possible solutions. The design questions were based on the following themes: making low carbon food an easy choice; zero waste solutions; sustainability legacy through accessibility and visibility; optimal waste management and separation; and connecting in with businesses and NGOs for low carbon food and waste solutions. The groups eventually selected one key idea to present to a panel of key stakeholders:

- Eitan Ben-Ami, Director of the Environmental Authority, Tel Aviv-Yafo municipality
- Erez Nissim, Director of Sanitation & Waste Management Department, Tel Aviv-Yafo municipality
- Tel Aviv to add in other panellists

The five presentations covered a variety of innovative, scalable and implementable solutions for both the Eurovision Village and Charles Clore Parks for the Eurovision. Moreover, all solutions highlighted the importance of accessibility and inclusion, thereby showcasing the potential of impact beyond Eurovision. The solutions presented combined many benefits following Eurovision through incorporation into wider city infrastructure, informing the City sustainable events protocol, as well as influencing sustainable behaviours of both Eurovision tourists and Tel Aviv-Yafo residents. A summary of these key ideas can be found on page 8.
CHALLENGE SUMMARY

Tel Aviv-Yafo aims to use the Eurovision as a platform to showcase zero waste and sustainable food solutions for events. The City is especially interested in solutions that will enable them to host Eurovision and future events with a focus on zero waste and sustainable food systems, thereby reducing the City’s carbon footprint of large public events and mitigating the City’s overall environmental impact. To achieve this, Tel Aviv-Yafo would like to utilize existing municipal venues and transform them into green spaces, which will function and demonstrate sustainable living. Ultimately, the solutions should be fully integrated into the City’s planning mechanisms for future implementation. The project is thus in line with the objectives of Tel Aviv-Yafo’s Urban Strategy and Resilience Plan, which aspire to enhance the City’s sustainability and mitigation policies.

WORKSHOP PHOTOS

Workshop facilitators

Group Activity

Site Visit – Ganey Yehoshua Park
WORKSHOP AGENDA

DAY 1

Welcome
- Tel Aviv-Yafo Municipality: Eitan Ben-Ami, Director of the Environmental Authority
- CLEAN: Henrik Jensen, International Director
- C40 Cities: Kate Godding, Business & Innovation Programme Manager
- C40 City Solutions Platform: Olivia Bedworth, Business & Innovation Officer, C40, & Scott Allison, Project Manager, CLEAN
- Israel Innovation Authority: Gil Shaki, Director of Cleantech
- The Library: Guy Margalit, Director
- Facilitators: Abena Poku-Awuah, Legacy, & Amrita Kataria, Arup

Presentations: Context Brief with Q&A
- Vice President of Tel Aviv Global, Tel Aviv-Yafo Municipality
- Director of the Environmental Authority, Tel Aviv-Yafo Municipality: Eitan Ben-Ami
- Director of Sanitation & Waste Management Department, Tel Aviv-Yafo Municipality: Erez Nissim
- Ganei Yehoshua Park: Liav Shalem, Ecologist

BREAK

Presentations: Modelling the Solutions with Q&A
- Legal Department, Tel Aviv-Yafo Municipality: Rotem Baharav
  - Presenting on possible business models for the solutions
- Events Department, Tel Aviv-Yafo Municipality: as presented by Guy Deknuydt, Urban Food Policy Coordinator
  - Presenting on previous City hosted events
- Tel Aviv University: Dr Orli Ronen
  - Presenting on Municipal Partnerships
- International Sustainable Events: as presented by the facilitators Abena Poku-Awuah and Amrita Kataria
  - Presenting on international large-scale sustainable events hosting and protocols

LUNCH: all workshop catering consisted of vegan food from local Green Label restaurant Meshek Barzilay. All plates, bowls and cutlery were compostable.

Lightning Presentations
- Each participant has an opportunity to present themselves with a roaming mic

Group Activity 1: Unpacking the challenge
Based on the proposed project areas and KPIs/design parameters, groups form to develop focussed “challenge” or “design” questions. The groups will present these questions and the best ones will be selected to frame the solution development on Day 2.
**Group Activity 2: Feedback**
Each group presents their challenge questions to the room for feedback and Q&A.

**Wrap Up**
Thank you and presentation of Day 2 agenda.

**Debrief**
CSP team helps the City of Tel Aviv-Yafo go through all of the groups’ challenge questions, through an evaluative discussion to determine the shortlist of questions that will frame the solution development on Day 2.

**DAY 2**

**Welcome**
- **Facilitators:** Abena Poku-Awuah & Amrita Kataria
- **Tel Aviv-Yafo Municipality on the chosen design questions:** Eitan Ben-Ami & Guy Deknuydt
- **C40 on Cities’ Exemplar Sustainable Events:** Olivia Bedworth

**Group Activity 3: The three key ideas**
Groups formed around the presented challenge questions. Groups brainstormed initial ideas to these challenge questions.

**BREAK**

**Group Activity 4: World Café**
Groups nominated one person to remain at their table, to present their key ideas to different groups on rotation for feedback.

**Group Activity 5: Selecting and Developing One Key Idea**
Groups to select one idea to focus on for further development into the pitch.

**LUNCH**

**Group Activity 6: Development of the One Key Idea into the pitch**
Prepare the One Key Idea pitch.

**Presentation of the Ideas – Panel Review**
Each group presented a 10-minute pitch to a selection of key stakeholders and other workshop participants, followed by Q&A.

**Wrap Up**
KEY IDEA SUMMARY

LOW CARBON STANDARD FOR FOOD VENDORS
Create a set of low carbon guidelines for food vendors in the Eurovision Village and Charles Clore park, linking to existing Green Label for Businesses.

REDUCE SINGLE USE PLASTICS
Non-disposable crockery & cutlery and water fountain solutions for the Eurovision Village and Charles Clore park.

GAMIFICATION – “GREEN DOT”
Create and interactive and engaging approach to encourage sustainable behaviour. Collect “green dots” on an app.

GREEN THE VOLUNTEERS
Train the volunteers to increase their awareness on sustainability issues and improve their sustainable behaviours throughout and beyond Eurovision.

OPTIMAL WASTE MANAGEMENT
Install simple, accessible and practical waste disposal solutions, to be incorporated into a standard for future events.

RAPID PILOTING OF EXISTING SOLUTIONS
Convening collaborations and cooperation between the city, start-ups and businesses to enable rapid piloting of existing sustainable solutions.
GROUP ACTIVITY DISCUSSION AND OUTPUT

GROUP 1

Group summary: this group was formed from two original design thinking groups on Day 1.

One group (originally Group 6) formed on the basis of food sector expertise, but discussion quickly progressed into the necessity of marketing the Eurovision as sustainable to encourage sustainable behaviour beyond the event (see Group 6).

The other group was formed on the basis of waste expertise, but design thinking discussions branched into both sectors. The combination of both groups produced the following empathy maps and challenge questions.

Empathy mapping of “Noa”, representing a Tel Aviv-Yafo resident near the Park:

- Mother living by the Eurovision Village park who is unhappy how the event will disturb her life
- Provide tools and solutions for residents such as routes and bike lanes
- Noa’s “pains”: noise, traffic, camp smell, security/safety
- Noa’s “hopes”: pride for Israel, enjoying the event
- Noa could make money out of providing services to Village residents such as laundry.

Empathy mapping of “Johnny”, representing the non-Israeli target audience based in the parks:

- Johnny will be eating street food, camping, being on his own time
- Johnny’s “pains”: security, being exposed to a foreign way of life, high prices
- Johnny’s “gains”: enjoying free screenings on the beach, enjoying the nightlife, coming with friends but wanting to meet new people from all over the world.
**How might we...so that...questions for Noa:**

1. **How might we** minimise the impact of Eurovision *so that* Noa can continue with her life normally?
2. **How might we** design food and waste systems during the event *so that* it improves the environment for Noa afterwards?
3. **How might we** use the opportunity of Eurovision *so that* Noa will start caring about sustainability?

**How might we...so that...questions for Johnny:**

1. **How might we** make it easy for Johnny to choose low-carbon/environmentally friendly food *so that* he can pick it without thinking?
2. **How might we** design the camp to be near zero waste *so that* Johnny doesn’t need to worry about recycling?
3. **How might we** design solutions for Johnny *so that* we can scale and duplicate them for local residents?

**Empathy mapping of food vendors (see the original Group 6):**

- Profit driven
- Need to attract clients
- Need to comply with City regulations
- Perceived problem: increased costs to comply with these regulations
  - Thus City needs to incentivise City to comply
- Challenge restaurants to incorporate more finger food that only requires compostable napkins as packaging

**How might we...so that...questions (from the original Group 6):**

1. **How might we** give vendors benefits for making sustainable business decisions *so that* the carbon footprint of the City food system is reduced and Tel Aviv-Yafo is able to be branded sustainable?
Final design question: How can we make sustainable food choices easy, so that we can reduce our carbon footprint?

Group members: Ruth Wainer (TLV Municipality), Yasmin Eihan (TLV University Student Union), Dror Tamir (Hargol FoodTech), Abena Poku-Awuah (Legacy), Guy Deknuydt (TLV Municipality).

Idea 1.1: a set of standards or recommendations on low carbon criteria for food vendors. This solution would require vendors to provide a proportion of their food as vegan or vegetarian and a proportion of their dishes from local ingredients.

Vendor menus could label their food according to the sustainability, for example:

- Vegan/Vegetarian
- Local - from Israel
- Seasonal
- Hyper local - from the area around the event (e.g. containing herbs or mushrooms that have been foraged locally).

The criteria for the standards should be based on those in the Green Label for Businesses. Include businesses with more sustainable options rather than an “all or nothing” approach.

Portion sizes; visitors should be able to choose a small, medium, large option and a sharing plates should be available.

Dishes should make use of ‘closed loop cooking,’ using waste scraps from one dish as ingredients for another dish.

Food vendors should have reduced price promotions on food served outside of peak meal times (for example, in the evening to sell food left at the end of the day without wasting it).
Food that does not require extensive packaging should be considered; e.g. finger food, food served in pitta breads, food served in edible bowls, etc.

Menus should show location to nearest tap water station.

The municipality will also need to work closely with the Department of Health to ensure that sustainable choices can be made for preparation and serving of food.

Organise activities in the Eurovision Village focused on foraging, identification of local and edible plants, identification of local trees and fruit, sustainable cooking.

Comments

- Could choose 2 or 3 vendors that meet exemplary standard for “sustainability showcase,” as a trial to minimize the coordination efforts. Audience felt that it would be better to set a reasonable baseline for all vendors to achieve, and then 2 or 3 vendors could be highlighted as exemplary.
- Food should be labelled using Mediterranean terms, which would be familiar to visitors
- Perhaps food could reflect heritage
- Make use of community fridges to reduce food waste
- Make use of apps that reduce food waste by redirecting surplus food, e.g. Olio.
GROUP 2

Group summary: this group was formed from waste expertise and focusses on designing a zero waste Eurovision Village (the camp).

Empathy mapping of Tel Aviv-Yafo residents:

- Characteristics: Young and old
- The residents’ “gains”: boost to economy from increased tourism, positive political impact, solutions that will positively benefit residents after the event, readily available entertainment, food and drink
- The residents’ “pains”: crowds, traffic, rubbish, security/safety, increased price.

How might we...so that... questions for:
1. How might we raise awareness around waste management so that people reduce waste as well as separate correctly?
2. How might we design the bins so that it will be simple to separate waste?
Final design question: How can we design each Eurovision site so that we encourage visitors to utilise zero waste solutions?

Group members: Maya Tischler (TLV Municipality), Maya Glvon (The Natural Step), Amrita Kataria (Arup), Ministry of Environment, Avia Finkelstein (TLV Global).

Idea 2.1: reduce single use plastics and install water fountains and coolers in the Charles Clore Park and Eurovision village.

This will be achieved through providing a reusable cup that can be attached to the belt:

- 1st beer: 25 NIS with cup included
- 2nd beer 20 NIS with cup provided by customer
- Logos on the cup for sponsors

Reusable cutlery and plates were also presented as an idea but countered with another suggestion to hand out non-disposable crockery and cutlery with a request for a deposit, which upon the items’ return would be refunded. A ban on straws could also be implemented.

Installing water fountains will reduce plastic bottle waste and promote an inclusive ‘right’ to drinking water.

The stakeholders involved in this process would be the Municipality, suppliers, visitors, the Ministry of Environment, and potential sponsors.

The challenges associated with this idea are timeframe, convincing the suppliers and the public to adopt the solution, and the initial capital required.
Idea 2.2: reduce waste through ticketing (not presented).

This could be achieved through online ticket purchasing with a subsequent digital ticket download and QR code to be displayed on a smartphone, and/or linked to a public transportation ticket purchasing via a bracelet. This digital bracelet could also be linked to the ‘green dot’ idea (Group 3).

Depending on who is doing the tendering, sustainability messaging could be displayed on the tickets.

The stakeholders required for this solution are app developers, site managers and the event participants.

The challenges associated with this solution are lack of Wi-Fi and charging stations throughout the Eurovision sites, the language barrier, technology accessibility (discrimination by age, wealth etc.)
Other ideas not included in the pitch:

Potential for a tagline e.g. “make music, not waste”, “EcoVision”.

Design the Village tents according to “Biomimicry” – recommended by The Natural Step.

Design the park fencing material such that it can be recycled easily.

Consider what will be done with the Village tents after Eurovision.
GROUP 3

Group summary: this group ended up as a combination of groups 3 and 4. Their discussions developed into a focus on raising awareness about sustainability: sustainable events and a sustainable lifestyle, through branding at Eurovision.

Empathy mapping of Eurovision staff:
- “Pains”: controlling large crowds (coordinating chaos vs. exerting control), their personal needs whilst working, navigation, language and culture barriers between staff of different nationalities.

**How might we...so that...questions:**

1. **How might we have a sustainable events framework set in place so that sustainable tourism will be established to host future sustainable events in the city?**
2. **How might we create a unique experience at Eurovision so that all of the sustainable opportunities will be available to everyone who enters the Village?**
3. **How might we design a solution to replace plastic cups and cutlery so that we have a zero-plastic event?**
4. **How might we create a sense of transparency through the municipality for the residents and tourists so that the efforts of the municipality are tangibly used to improve the environment?**
5. **How might we deploy/implement the recycling bins (colour coding, information) so that tourists and residents are more encouraged to use the recycling opportunities available?**
6. **How might we create incentives that promote the use of sustainable products for businesses and participants so that plastic consumption and waste is reduced?**
7. **How might we create a unique, inspiring and accountable user experience so that all Eurovision attendees know and feel the sustainable efforts and plans of the Eurovision team and the Tel Aviv-Yafo municipality.**
Final design question: **How do we define and visualise the concept of a sustainable Eurovision in Tel Aviv-Yafo so that sustainability remains with the event attendees and within the City?**

**Group members:** Orli Ronen (Tel Aviv University), Ayalet Schwartz and Adi Menachami (Youtovia), Yair Engel (Kayama, Cradle to Cradle, Circular Economy), Ivri Verbin (Goodvision), Vered Crispin (TLV Municipality).

**Original questions: combined between questions 3 and 4**

3: How can we increase awareness around the sustainability of Eurovision so that visitors are inspired to adopt these practices in the future?

4: How do we make these solutions accessible to all throughout and beyond Eurovision?

**Idea 3.1:** Greening the Eurovision staff and volunteers by increasing their awareness on sustainability issues and improving their sustainability behaviours during the event and beyond.
This will be achieved through provision of sustainability toolkits (physical and digital version), by the municipality and a supplier. This toolkit should address questions over waste disposal methods and locations, sustainable food locations and sustainable transportation options. The toolkit should also be coordinated with the sustainability tab on the website, as well as the app (see Idea 3.2).

The volunteer selection should be diverse and inclusive. The challenges associated with this idea are timeframe, finding the municipal owner for the process, and ensuring that the volunteers maintain their focus on the sustainability aspect.

Idea 3.2: Create an interactive and engaging approach to encourage sustainable behaviour through gamification.

This will be achieved through developing an app where visitors can collect ‘green dot’ points for going to places (e.g. sustainable food vendors) and via routes that have been certified with the ‘green dot’, and are thus incentivised to reduce their carbon footprint. This ‘green dot’ solution should be mainstreamed so that it can be interacted with virtually and at the street level, and remain post Eurovision.

Other technical solutions to be incorporated into the Eurovision green gamification include interactive bins (e.g. ballot bins) and engaging graphic designs.

The types of stakeholders required to develop this idea are coders, designers, developers and artists. Municipal marketing and PR teams should also be involved. Universities, schools, studios and sponsors could also be incorporated into gamification development and piloting.

The challenges associated with this idea are timeframe and finding the municipal owner for the process. It could be financed through Tel Aviv Global.
Other ideas:

- Carbon Kiosk (to purchase and offset)
- Green Guide to Eurovision (possibly in a sustainability tab on the main Eurovision website)
- Map with green dots to indicate sustainable service/route options
  - Integrate the “green dot” through all sustainable branding opportunities
- Use Kikar Rabin for “green” messaging.
GROUP 5

Group summary: this group was formed from waste expertise and focuses on waste separation and end-source waste.

Empathy mapping discussion generally jumped straight to the following solution focussed points:

• Managing bins: 3 categories – Paper, Organic (far-fetched but for big events), Packaging
• Consistency in waste sorting is essential
• Appropriate bins adjacent to food stands (i.e. if I’m selling bottles of water, then place adjacent recycle bin)
• Different people from different countries have different streams of separation
• How to approach people and encourage them to separate: Volunteers, Signs
• Infrastructure: coordination of collection route
• Banning single use plastics
• Consider the issue of glass
• Provide reusable souvenir cups
• Investing in new bins and plastic bags
  o Separate by “dry” & “wet”? RDF vs. ArrowBio? Or by source?
• Anticipation of high quantity waste
• Eliminate need for utensils (reduction): finger food
• Standardized education on sustainable food and waste practices.

How might we...so that... questions:
1. How might we involve the community so that pride, positivity and sustainability is promoted as a result of hosting the Eurovision?
2. How might we encourage using non-disposable food utensils so that we reduce waste generation?
3. How might we make the waste solutions accessible so that people can find and use them easily?
4. How might we encourage the residents to keep reducing their waste beyond Eurovision so that the sustainable legacy of the City’s event hosting is established?
question: How do we separate waste so that we can create a low carbon event?

Group members: Or Bigger (TLV Municipality), Riva Waldman (Dan Region Association of Towns – Centre for Environmental Education), Daniel Madar (SP Interface), 2 Deputy Directors for Waste.

Idea 5.1: Optimal waste management. The three key themes of this idea are that it should be simple, accessible and practical, therefore simple language will be used for the public. For the visitors, colour coded organic waste, plastic waste and general waste bins can be processed to Hiriya Arrowbio for biogas, to Tamir, and to RDF respectively. For the vendors, colour coded cardboard, glass and oil bins will be signposted.

Operationally, this will be achieved through small bins and bin bags that can be easily transferred to a container to be compacted. This can then be transferred to the station facilities such as Hiriya or KMM, to be recycled or transformed into biogas or energy. Ongoing
monitoring and sampling would be conducted throughout this process. Waste diversion from landfill will be measured.

This will be financed through:

- Spending: bins, collection, staff/volunteer training
- Earnings: from Hiriya for delivering pre-sorted recycling

This can all be incorporated into a standardization for future events. This idea also educates the public because it is similar to the city waste system.
GROUP 6

Group summary: this group was formed on the basis of food sector expertise, but discussion quickly progressed into the necessity of marketing the Eurovision as sustainable to encourage sustainable behaviour beyond the event. This then turned into a particular focus on collaborating with start-ups and other businesses to link the sustainable branding of the City into the current start-up nation branding.

Empathy mapping of food vendors:
- Profit driven
- Need to attract clients
- Need to comply with City regulations
- Perceived problem: increased costs to comply with these regulations
  - Thus City needs to incentivise City to comply
- Challenge restaurants to incorporate more finger food that only requires compostable napkins as packaging.

How might we...so that... questions:
1. How might we give vendors benefits for making sustainable business decisions so that the carbon footprint of the City food system is reduced and Tel Aviv-Yafo is able to be branded sustainable?
2. How might we link the TLV Municipality to sustainability and the start-up nation so that the sustainable events legacy is established?
3. How might TLV Municipality improve its perception as a start-up nation and hub and partner with start-ups and SMEs that can promote sustainability through events?

Other points of discussion:
- Accessible contracts and procurement
- How can the city support supply chain?
- “Green action item” incentive card administered by the municipality
- “Green stamp card” to incentivise business sustainability on the consumer end.
Final design question: How can we connect with businesses & NGOs for low carbon waste and food solutions?

Group members: Avishag Seligman (TIPA), Eitan Ben-Ami (TLV Environmental Authority), Ministry of Environment, Procurement Department, Daniel Madar (SP Interface).

Idea 6.1: connect start-ups, businesses & NGOs with the municipality to work on solutions.

The presenter was from a sustainable packaging start-up (TIPA). They would like to partner with other companies, NGOs, start-ups, municipal departments and other consultants who they can work with to collaborate and scale up their business e.g. a company who supplies products that they can sustainably package.

The group proposed an event for start-ups in advance of Eurovision (very soon after the CSP workshop) to come up with a business plan, where start-ups can innovate on how to develop solutions in partnership so that they are ready in time for Eurovision.

The group suggested that the municipality release a “Call to Action” for start-ups and provide guidelines for this Eurovision themed meeting to come up with a business action plan. Also, the option for a ‘demo day’ where companies with sustainable products and technologies would have the space (provided for free by the municipality) to display their products to other companies, venture capitalists, events managers, and city departments.

Comments
There is already an accelerator for start-up being set up by the Environment department. Will not be ready in time for Eurovision.

Idea 6.2: Convening collaborations and cooperation with the city to enable rapid piloting of sustainable solutions

Convene a meeting between the Ministry for Environmental Protection, The Innovation Department, and The Director of Sustainability to discuss:

- Quick prototyping/piloting through collaboration with the city rather than traditional procurement – relevant for shorter timescales, to provide more innovative services, and to allow for rapid trialling of many different sustainable technologies.
- Low carbon specification for products
- Low carbon specification for services
- Partnerships and collaboration that can continue after Eurovision too
- Strong PR and marketing for this opportunity for businesses to learn about the collaboration with the municipality.