



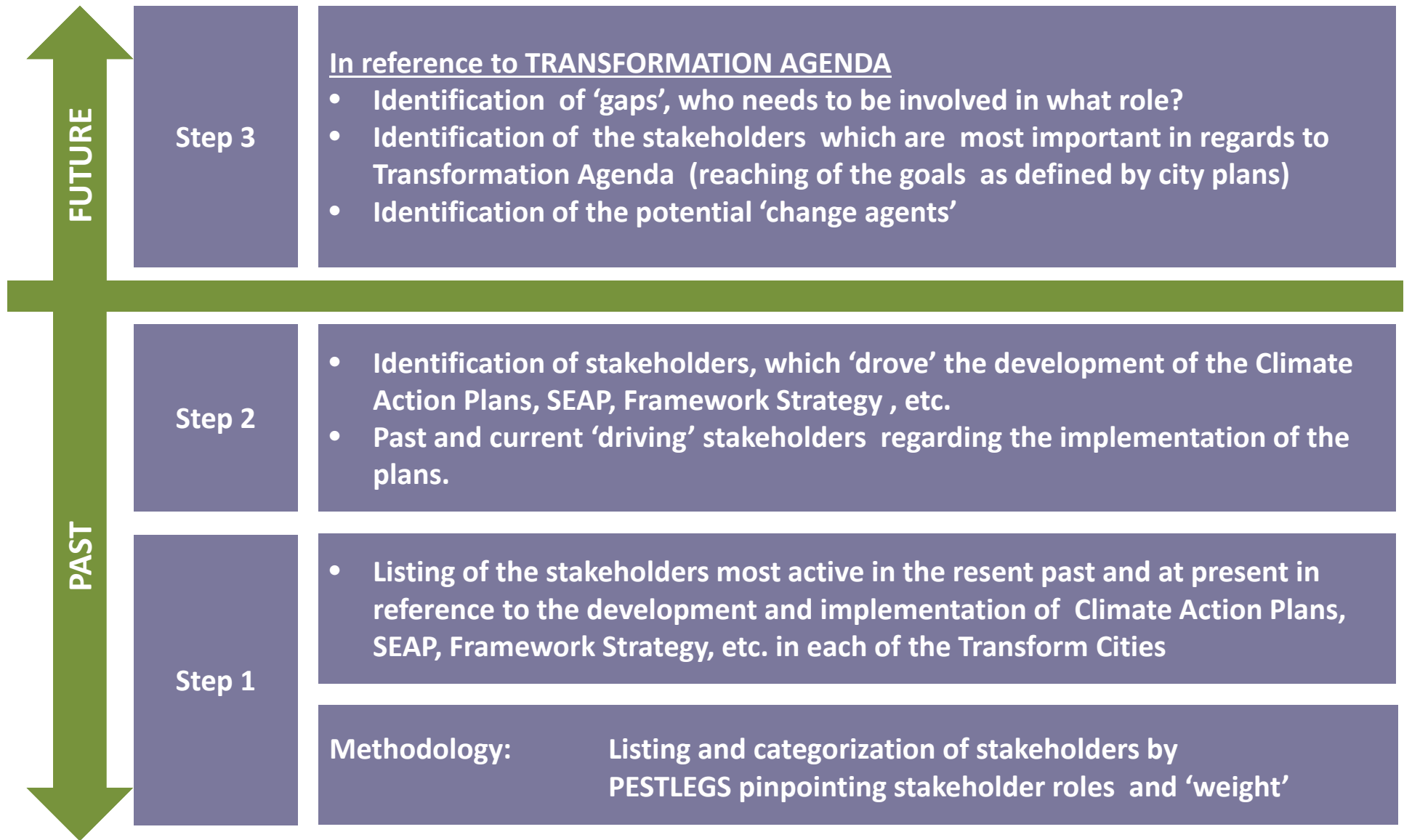
Stakeholder Mapping TRANSFORM: Work Package 2

COPENHAGEN












January 2015







Aim and Steps of Stakeholder Mapping in Transform



PESTLEGS categories and mapping symbols

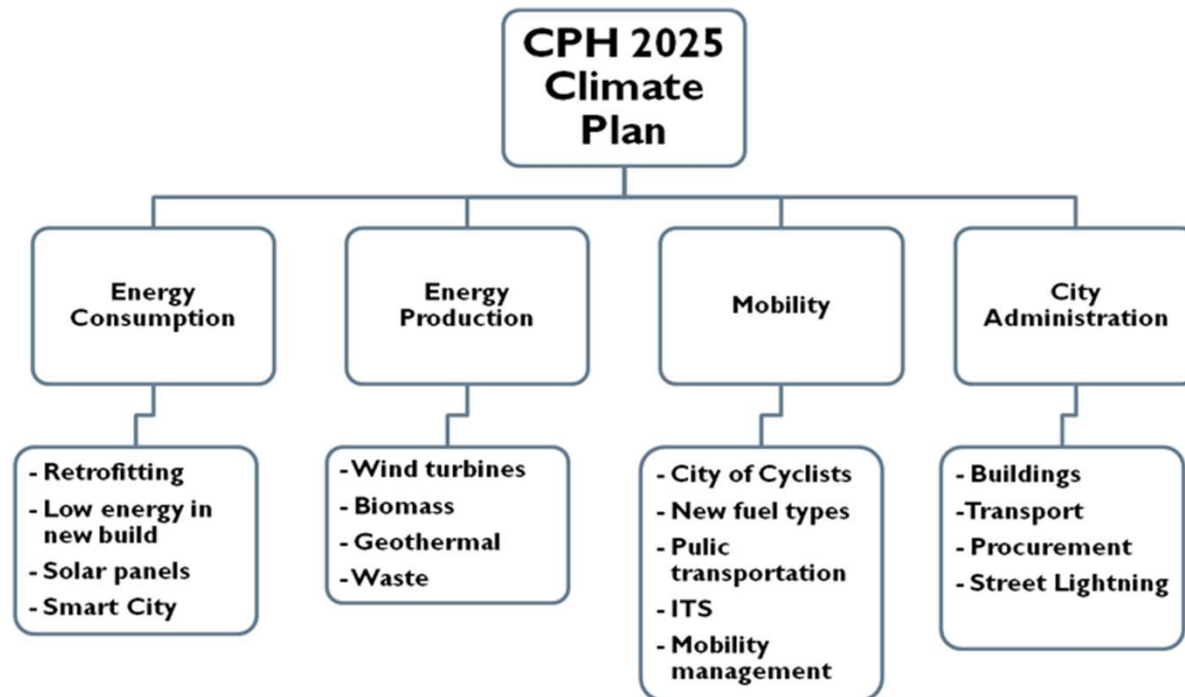
-  **Political:** Citizenship Committee, Members of the Council
-  **Economic:** Chamber of Commerce, Banks, Investment Funds, ESCOs, Private Business, Developers etc.
-  **Social:** Churches, Associations, NGO's
-  **Technological:** Energy agencies, Energy Supply Companies
-  **Legal:** National Government, EU, etc.
-  **Environmental:** Environmental associations, consumer associations etc.
-  **Governance:** Local government, local administration
-  **Spatial:** Institutes of Architects/Engineers/Agencies/Built environment sector/Developers
-  **Other:** Research, educational establishments, schools, colleges, universities, Expert panels, consultants or organisations with specific expertise

Note: Some of the Stakeholders are involved in more than one category (i.e. economic, but also technological). In such case an additional coloured symbol is inserted next to the stakeholder name, providing the reference to the multiple roles and overlapping categorization of the particular stakeholder.

-  Stakeholder role on the entire city level/considering large scale or impact
-  Stakeholder role in a specific sector and/or in a specific area/district
-  'Driving' stakeholder
-  Stakeholder required in this role
-  Strengthening of the role of stakeholder is required
-  Small role

Remarks

- The letters C, P and M used in some cases next to stakeholders refer to the specific Sections of the Copenhagen Climate Plan: C – Energy Consumption; P – Energy Production and M – Green Mobility;
- The Copenhagen TA and the stakeholder mapping focuses on the Copenhagen Climate Plan, CPH2025. According to the CPH2025 Copenhagen is to be CO2 neutral by 2025 by:
 - Reducing power consumption
 - Energy production from renewable energy resources
 - Increasing green mobility
 - Decreasing municipal CO2 emissions



Stakeholder Mapping CPH

Stakeholder	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
Ministry of Climate, Energy & Buildings (P, C)	●				●	●	●	●		✗
Ministry/Minister of Housing, Urban and Rural affairs (C)			● ✗		● ✗	●	●	●		
Ministry of Transport			●		● ✗	●	●	●		●
Mayor of the Technical and Environmental Administration (C, P)	●	●			● ✗	●	●	●		●
Mayor of Finance Committee CPH(C,P,M)	●	●			✗	●	●	●		●
The Technical and Environmental Committee (C,P, M)	●	●			✗	●	●	●		●
Copenhagen City Council (P,C,M)	● □	●			✗	●	●	●		●
Local Government Denmark (KL) (P,C) (Interest Association)	□		●		●					
Capital Region of DK (P,C)	□	●	●	●	●			●		● Mobility Regional

Stakeholder Mapping CPH

Stakeholder	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
The Association of Municipal Engineering (Kommunalteknisk Chefforening) (P,C)			●		●			✗		
The Danish Energy Association (Dansk Energi) (C)			●		●					
Confederation of Danish Industry (Dansk Industri) (C)			●		●					
Left Wing Citizens (voting for the Environmental Agenda)	●	●*							✗	
European Union	□		✗		✗			● ✗		

* Indirect owners of the Climate Agenda

Stakeholder Mapping CPH

Stakeholder	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
Ministry of Climate, Energy & Buildings, (P,C)										
Finance Committee, CPH (P)										
Copenhagen City Council										
DONG Energy Company (P, C)										
HOFOR Energy Company (P,C)										
The Association of Municipal Engineering (Kommunalteknisk Chefforening) (P)										
Capital Region of Denmark (P)										
The Danish Energy Agency (M, P, C)			 National							 National
The Danish Transport Association (Trafikstyrelsen) (M)			 National							 National
The Danish Electrical Vehicle Alliance , (M)										

Stakeholder Mapping CPH

Stakeholder	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
Capital Region of DK (M, P), e.g. Elbilsekretariatet	■	●	●		●	●	●	●		
European Union Diverse Funding Programes	■		●	✗	●		●	●		
Mortgage institutions and banks (e.g. Nykredit, Realkredit DK, BRF kredit, Nordea Kredit m.v.) (C)			✗ On Energy Standards		✗			●		
Pension funds (e.g. ATP) (C)			✗		✗			●		
Foundations (e.g. Realdania, The Landowners Investment Foundation, Landsbyggefonden, EU funding)(C)			✗		●	●	●	●	●	
National funding eg. DSF, ForskEL, EUDP			●		●	●	●	●		
Housing associations and building owners (e.g. social housing organizations, private landlords, Copenhagen Property (municipal buildings) etc. (C)	■ ●		●		✗	●	●	●	●	
































Stakeholder Mapping CPH

Stakeholder	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
Social										
Housing associations and building owners (e.g. social housing organizations, private landlords, Copenhagen Property (municipal buildings) etc. (C))	● □	●			✕	●	●	●	●	
Housing organization associations (e.g. Andelsboligforeningernes fællesrepræsentation)			●	●	●					
Local citizen committees in CPH (C)				●	●					
Miljøpunkter i København (C, M)					●				●	
Schools & educational institutions (e.g. vocational schools, BAT-kartellet) (C)					●				✕	
Gate 21 (partnership between local aut., industry and research)				●	●	●		●	●	
Danish Cycling Association (M)			●		●				●	

Stakeholder Mapping CPH

Stakeholder	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
Social										
Commuters organizations (M)			●		●				●	
Professional publications, eg. Bolius (C)			●		●					

Stakeholder Mapping CPH

Stakeholder	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
Technological Energy companies (e.g. HOFOR), (C)	  									
Producers of constr. materials and smart technologies: windows, insulation, ventilation equipment, solar cells (Rockwool, Grundfos, Danfoss, Velux etc.) (C)										
Entrepreneurs - Construction Industry (e.g. Enemærke & Petersen) (C)										
Consultants, e.g. Danske Ark, FRI, KUBEN (C)										
Craftsmen, e.g. Tekniq, The Danish Federation of SMEs, Håndværkerforeningen, BAT-kartellet (labour associations) (C)										
Infrastructure providers for E-mobility, e.g. E-on, Clever (M)										
The partnership for hydrogen and fuel cells (M)			 							

Stakeholder Mapping CPH

Stakeholder	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
Producers, e.g. energy from biomass (P)			●		●				●	
Consultants, e.g. EA Energy Analysis, COWI (P)	●		●		●				●	
Research institutions, e.g. the Technical University of Denmark/RISØ, Aalborg University			●						●	●
ARC – Amager Ressource Center (P,C)			●		●				●	
CTR - The Metropolitan Copenhagen Heating Transmission Company (P,C)	●	●	●		● ✘				●	●
VEKS – Heat Transmission Company	●	●	●		● ✘				●	●
Energinet.dk – Non-profit Enterprise owned by the Danish Climate and Energy Ministry. Own electricity and gas networks of Denmark			● National		● ✘				●	● National

Stakeholder Mapping CPH

Stakeholder	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
Powerplants and other producers of electricity		●			✕				●	●

Stakeholder Mapping CPH

Stakeholder Legal	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
European Union	<input type="checkbox"/>		●	●		●	●	●		●
Ministry of Climate, Energy and building (C, P)			●	●		●	●	●		
The Ministry of Housing, Urban and Rural Affairs (C)			●	●			●	●		
Ministry of Transport (M)			●	●		●	●			
The Danish Energy Agency (C, P, M)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		●	●		●	●	●		
Capital Region of Denmark			●							
Copenhagen City Council	<input type="checkbox"/>	●	●			●	●	●		
The Technical and Environmental Committee		●	●			●	●	●		




















Stakeholder Mapping CPH

Stakeholder	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
European Union										
The Danish Energy Agency (P, C, M)			 National							 National
NGO's, e.g. Concito („Denmarks Green Think Tank“) (P)										
The Danish Environmental Protection Agency (MST), (M)										
The Danish Ecological Council (C)										
Waste Management Companies (P)										

Stakeholder Mapping CPH

Stakeholder	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
Technical and Environmental administration, City of CPH – consisting of several units	●	●	● X	● X	●				● X	●
Finance Administration, City of CPH – consisting of several units	●	X	X ●	●	X		●			
Capital Region Denmark (not including Copenhagen)		● Regional Plan	●	●	X			●	● Pilot Projects	
The Danish Energy Agency (ENS) (P, C)			●		●	●		●		● National
The Danish Construction Agency (Dansk Byggeri) (C)			●		●					
Roads Administration	□	●	●	● X		●			●	● Regional
Metro	□	●	●	● X		●			●	●
Movia (Bus) Publicly owned, privately driven	□		●	● X	X	●			●	●
DSB – Danish Railway	□		●	● X		●			●	●

Stakeholder Mapping CPH

Stakeholder Spatial	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
Finance administration (municipal planning) 		●	● 				●	●		
Technical and Environmental Administration (local planning - arkitekturpolitik) 		●	● 	● 	●		●			● 
The Environmental Protection Agency Ministry of Environment Ift. Planlov - vindmøller			●			●		●		● 
DONG - Energy Company  			●						●	
HOFOR - Energy Company  			●						●	
By & Haven CPH City & Port Development Company 		●	●	●		●	●	●	●	● 
Car sharing clubs (M)		●	●	●	● 				●	
E-on (M)		●	●		● 				●	

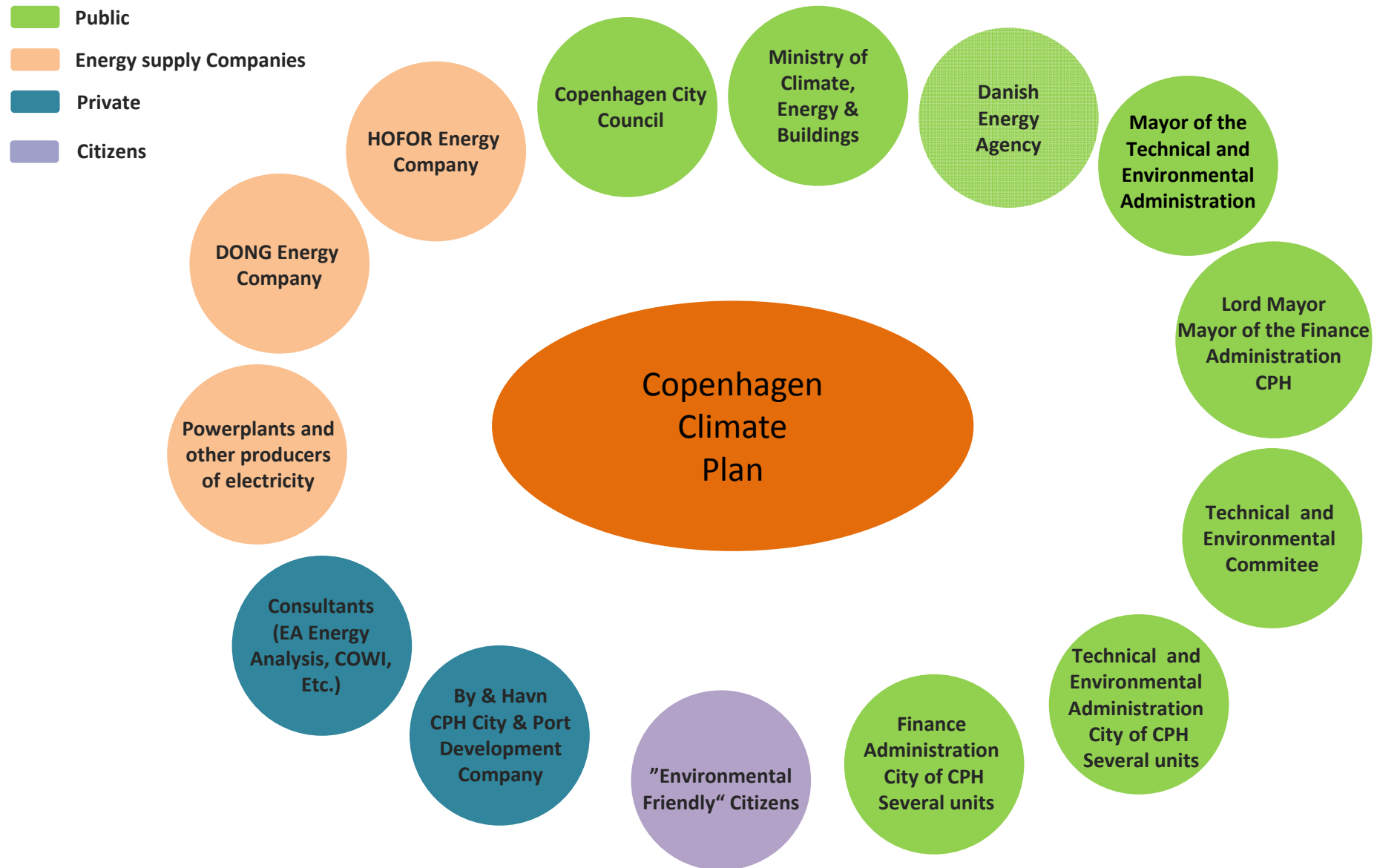
Stakeholder Mapping CPH

Stakeholder	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
Metro	<input type="checkbox"/>	●			✗				●	
Roads Administration	<input type="checkbox"/>	●			✗				●	
Movia (Bus) Publically owned, privately driven	<input type="checkbox"/>	●			✗				●	
DSB – Danish Railway	<input type="checkbox"/>	●			✗				●	
CTR - The Metropolitan Copenhagen Heating Transmission Company (P,C)	<input type="checkbox"/> <input type="checkbox"/>	●		●	● ✗				●	●
VEKS – Heat Transmission Company	<input type="checkbox"/> <input type="checkbox"/>	●		●	● ✗				●	●

Stakeholder Mapping CPH

Stakeholder Other (Educational...)	Role	„Owner“ Planning	Consultation	Coordination	Awareness Building	Decision Making	Approval	Funding & Financing	Implementation	Monitoring
Investors in new built housing stock (C)										
Tourism (Hotels) (C, M)										
Research organisations										
Cultural Facilities										
Health Sector (Hospitals, etc.)										
The Danish Cleantech Cluster – “CLEAN”										
Copenhagen Capacity – Official organization for investment promotion, business development and cluster growth										

● The driving Stakeholders at present and in the past (Referencing Climate Plan)



The key Stakeholder for the Transformation Agenda

