

INTRODUCTION

Driven by my curiosity, I have spent most of my career seeking innovative solutions to large-scale societal challenges. Thus, motivated by the endeavor to assess and understand how to create a better world, I identified and articulated challenges for which I subsequently raised funds to investigate and tackle. As a result, I have extensive experience in managing intricate research and development projects, collaborating, simultaneously, with multiple partners across numerous projects, and operating both nationally and internationally.

My expertise extends to in-depth research in urban affairs, specializing in city governance and finance, as well as supply chain management with a focus on business-to-business partnerships. Lastly, having resided in various countries for 15 years, I consider myself a global citizen.



SKILLS

Management skills:

- Multi-project and stakeholder management
- Client management and communication
- Research management
- Budgeting and cost analysis
- Process improvement

Subject-matter expertise:

- Urban governance and finance
- Supply chain management
- B2B Partnerships
- Sustainability
- Inclusive growth
- Business investment analysis

COUNTRIES OF RESIDENCE

- Denmark (since 2011)
- France (2007-2011)
- Denmark (2003-2007)
- Argentina (1999-2003)
- Denmark (1994-1999)
- Germany (1992-1994)
- England (1989-1992)
- Switzerland (1987-1989)
- Denmark (1970-1987)

ADVISORY COMMISSIONS

- Expert on Land Value Capture, OECD, Washington, USA (2021-2022)
- Business Advisor, Green Innovation Group, Copenhagen, Denmark (2015-2021)
- Board Member, Cities-4-People, Copenhagen, Denmark (2017-2021)
- Business Advisor, EKLIPSE, Brussels, Belgium (2016-2019)
- Research Evaluator, European Commission, Brussels, Belgium (2014-2018)
- Policy and Research Expert on Renaturing Cities, European Commission, Brussels, Belgium (2014-2015)

LANGUAGES

- Danish (mother tongue)
- English (fluent)
- German, French and Spanish (reading, writing, and speaking proficiency)

EMPLOYMENT (Overview)

Since 2022

Full-time author of fiction books written in English and published by international publishers Pegasus and Olympia.

2011-2021

Copenhagen Business School, Denmark

2016-2021

Research Director and Assistant Professor of City Governance and Finance overseeing a team of five full-time researchers.

2011-2016

Project Director of Green Innovation in Cities, an EU Social Fund project.

Since 2016

City Facilitators, Copenhagen, Denmark

Founding Director driving an international boutique consultancy with public, private and civic clients all over the world. Till 2021, I oversaw a team of five full-time researchers. Since then, I am the sole employee in the company.

2021-2022

OECD, Washington, USA

Expert in Land Value Capture contributing and compiling the report “OECD-Lincoln Institute Global Compendium of Land Value Capture.”

2018-2021

HafenCity University Hamburg, Germany

Visiting Researcher and Lecturer in Sustainable City Finance Solutions.

2015-2017

The Brookings Institution, Washington, USA

Non-Resident Research Fellow conducting and managing research projects and co-authoring multiple reports on city governance and finance solutions.

2014-2018

The European Commission, Brussels, Belgium

2014-2018

Research Evaluator, H2020 Expert Evaluator of research project proposals in the realm of sustainability and cities.

2014-2015

Policy and Research Expert, EU Expert Group: Nature-Based Solutions and Renaturing Cities.

2014

Expert Panelist, EU HDDP EU-China.

2007-2011

Henler Property Development, France

Manager overseeing construction works and managing budgeting and costs analysis.

2003-2007

Copenhagen Business School, Denmark

Ph.D. researcher in Supply Chain Partnerships.

2001-2003

Onliners, Buenos Aires, Argentina

Founding Director of a local subsidiary providing project management IT solutions for local clients.

2000-2001

Grupo ASSA, Buenos Aires, Argentina

Project Manager of the implementation of Enterprise Resource Solution JD Edwards for the Pan-Americana project.

1996-2000

IBM, Denmark and Argentina

Project Leader of development of new consultancy services to support the implementation of Enterprise Resource Solutions SAP and JD Edwards.

1995-1996

Maconomy, Denmark and UK

Tele-marketer

1991-1992

Lisson Gallery, London, UK

Press Coordinator

EDUCATION

2016-2019

Assistant Professor Program

Copenhagen Business School, Denmark

2003-2007

Ph.D. in Supply Chain Partnerships

Copenhagen Business School, Denmark

1997-1999

Master in Supply Chain Management

Copenhagen Business School, Denmark

1999

Exchange semester (MBA)

Universidad Argentina de la Empresa, Buenos Aires, Argentina

1994-1997

Bachelor in International Business Economics

Copenhagen Business School, Denmark

1991-1994

Bachelor in History of Art

1992-1994

Heidelberg University, Germany

1991-1992

Birkbeck College, University of London, UK

1998-1991

Apprentice Program

Christie's Auctions, London, UK

DETAILS

EMPLOYMENT

Author (Since 2022)

In 2022, I transitioned to fiction writing after decades dedicated to research writing. Focused on addressing substantial societal challenges, my narratives leverage my extensive research background in cities and societies. All my works are written in English.

My works include "[Going Places, Somewhere and Nowhere](#)," the first instalment of a trilogy published by the international publisher Olympia. Recently, Olympia accepted the sequel. Additionally, a larger standalone book titled "Hidden" was accepted by the international publisher Pegasus. Both the second instalment of the trilogy and the larger standalone book are scheduled for publication early 2025.

City Facilitators (Since 2016)

City Facilitators is an international boutique consultancy specializing in the governance and finance of large-scale urban redevelopment, infrastructure, and housing. I also deliver keynote speeches at numerous conferences and seminars on a regular basis. Additionally, a significant part of my consultancy involves designing and conducting workshops with key stakeholders.

Over the years, the company employed between four and six individuals at any given time. However, since 2021, I have been the sole employee of the company.

New Localism Associates, Washington, USA (2018-2023)

New Localism was founded by Bruce Katz, the former Vice President of the Brookings Institution. City Facilitators has undertaken a considerable amount of work for New Localism since its inception. Many of my publications are co-authored with Bruce Katz.

Rhode Island's Strategic Development Plan (2019-2020)

This assignment involved interviews with key stakeholders as well as extensive quantitative data on the economy and political environment of Rhode Island to present specific action oriented strategic development targets. The work resulted in the publication of "RI Innovates 2.0" (2020).

European Commercial Corridors: Selected Models (2023)

This project presents successful commercial quarters and corridors in multiple European cities, including Berlin, Amsterdam, Lisbon, Prague, and Copenhagen. The report offers insightful ways to attract private investment and drive the service industry.

The New Marshall Plan: US aid and relief to Ukraine (2023)

The project outlines the effective deployment of a U.S. Marshall Aid plan in Ukraine post-war. It details the optimal allocation of aid and identifies key stakeholders for involvement in rebuilding efforts.

The Waitt Institute, Los Angeles, USA (2021-2022)

The purpose of collaborating with the Waitt Institute and UCLA was to develop a new action-oriented strategic plan for the Maldivian government, centering on one high-impact idea. This idea aims to generate Blue Economy action with maximum benefit for the broadest segment of the Maldivian population and position the Maldives as a global leader in the Blue Economy.

As part of this effort, we also created a solution catalogue featuring 80+ investment propositions for climate resilient and adaptive solutions spanning from the expansion of vertical farming to the optimization of floating solar panels.

Out of the 80+ investment propositions, a shortlist of 40 propositions were measured in terms of Return on Investment, Rate of Return, Breakeven, Job Creation, CO2 and Water Savings, Biodiversity Impact, Potential Revenue and Earnings, and Discounted Cash Flow. This allowed the government, as well as international and national public and private investors, to identify the investment propositions with the biggest environmental, social, and financial impact.

The Maldives is particularly affected by climate change. Despite being a small state, it possesses disproportionately large oceanic areas. Our project is applicable to any city or state looking to implement climate-positive oceanic policies.

The Nowak Metro Finance Lab, Drexel University, Philadelphia, USA (2018-2019)

This work involves a deep-dive investigation into how the non-profit institution Cincinnati Center City Development Corporation (3CDC) drives urban regeneration in Cincinnati's Over-The-Rhine district. 3CDC uses an interesting finance model that allows local business and civic leaders to set up an equity fund for urban regeneration. The equity is deployed as high-risk entry-level capital and withdrawn once projects are completed and ready for refinancing. This permits the same capital to be deployed time and time again. The work applies broadly to all neighborhoods and cities seeking to conduct large-scale urban redevelopment with a revolving funds model. The work resulted in the publication of "Cincinnati's over-the-Rhine: A private led model for Revitalizing Urban Neighborhoods" (2019).

EU Research and Innovation Project, URBiNAT (2018-2023)

This project focuses on the regeneration and integration of deprived districts through the creation of healthy green corridors. These corridors serve as drivers for the co-creation of social and environmental nature-based solutions in Porto, Nantes, Sofia, Brussels, Siena, Nova Gorica, and Høje Tåstrup.

City Facilitators played a key role in establishing and fostering the growth of a small number of business start-ups in these deprived districts. This was achieved through capacity building and business coaching in areas such as vision, strategy, business case development, market assessment and outreach, among others.

EU Knowledge Alliance, BUILDs (2018-2022)

We established a transdisciplinary cross-European network of universities and businesses to address the skills and finance gaps in business start-ups focusing on nature-based solutions. Our primary focus was to establish an accelerator program and conducting international tenders for business ideas and investment propositions related to nature-based solutions.

HafenCity Development Corporation, Hamburg, Germany (2018-2020)

City Facilitators worked closely with the CEO and top management of HafenCity Hamburg GmbH to distil and articulate how the development corporation leverages Hamburg's urban quality vision. This vision is monetarized and essentially drives the financial model of urban redevelopment in HafenCity. We interviewed private investors and developers to understand the value and standards of both public and private land in the urban redevelopment areas. In 2020, the CEO of HafenCity Hamburg and I co-authored a journal article titled "Developing urban growth and urban quality: Entrepreneurial governance and urban redevelopment projects in Copenhagen and Hamburg."

EU EIT Climate-KIC Accelerator Program, London, UK (2016-2018)

City Facilitators assisted the municipalities of Copenhagen, Helsinki, and Gothenburg in developing business accelerators. This involved identifying new business ideas, start-ups, and urban innovators across Scandinavia. City Facilitators' recommendations were then tailored into specific business offerings for the accelerators, incorporating ideas for partnerships and business scaling.

Kirkbi Foundation, Denmark (2018-2019)

The Kirkbi Foundation is the philanthropic branch of the Lego corporation. The purpose of our project was to attract complimentary large business corporations, education, and research institutions, think-tanks, and other international, national, regional, and local key players to the city of the Lego corporation to help establish a creative and innovative environment for the Lego corporation to flourish in.

EU EKLIPSE, Belgium (2017-2019)

EKLIPSE offers a decision-making tool on the natural environment and resources based on science. As such, it offers a link between practice and research supporting a strong expert network. City Facilitators provided the business plan and case for EKLIPSE's sustained operation (aka post EU funding). This work included hosting several interactive workshops with EKLIPSE stakeholders and experts in Brussels. I was also an expert member of the EKLIPSE Business Advisory Board.

Realdania and Bloxhub, Denmark (2016-2017)

Bloxhub is Realdania and Copenhagen City's initiative within business innovation development. City Facilitators facilitated internationalization through smart partnerships across Europe and the U.S. In addition, we mapped and assessed different types of partnerships and activities resulting in a detailed implementation plan for internationalization through partnerships.

Copenhagen Business School (2011-2021)

In my role as Research Director, I led a team of five project leaders and researchers. My responsibilities covered the initiation and coordination of international research projects, with a primary focus on the governance and financing of sustainable cities, infrastructure, supply chain management, and partnerships. Key activities include:

- Conceptualizing research propositions
- Authoring compelling research project proposals
- Assembling proficient research teams and strategic partners
- Successfully fundraising for research initiatives
- Overseeing the end-to-end implementation of projects

Additionally, as an Assistant Professor, my contributions count impactful research, publication of academic articles and academic mentorship. I actively supervised Master and Ph.D. students' theses, specializing in the areas of sustainable cities and supply chain management. Lastly, I played a key role in the establishment of sustainable urbanization as a new educational focus at CBS. This involved:

- Developing a comprehensive syllabus
- Designing and delivering courses on sustainable urbanization

I also taught at HafenCity University in Hamburg, where I was a visiting researcher (2018-2021), and I presented at numerous conferences, some of which we hosted ourselves.

Independently Conducted Research Projects

From Vision to Value: A Case Study of How Seven Danish Cities Conduct Area Development to Propel Urban Revival (2020-2021)

This research and associated publication (by the Lincoln Institute) present how large-scale urban redevelopment across seven Danish cities and towns is delivered and financed using land value capture. In all the seven case studies, partially or fully municipal owned development corporations play a critical role in leveraging publicly owned land and buildings to spur local economic growth.

Devolution to Cities: A Case Study of KL - Local Government Denmark (2020)

Many nations are contemplating the efficacy of decentralizing governance by entrusting cities with more responsibilities. It is becoming increasingly acknowledged that numerous citizen services, including kindergartens, schools, elderly care, unemployment benefits, skills and job training, refugee shelter, and immigrant integration, predominantly occur within urban areas under municipal management. Nevertheless, the financial capabilities of cities to deliver these services fluctuate significantly from one country to another.

This report (published by ICLEI Europe) presents how Denmark devolved power to municipalities in a successful and replicable manner. Successful devolution in Denmark is largely driven by the institutional innovation of KL - Local Government Denmark (red. *KL - Kommunernes Landsforening*).

The centerpiece of this investigation revolves around how KL - Local Government Denmark is instrumental in accruing power in municipalities and working on behalf of cities at the national level. At the core of its' success lies a model of self-governance at both local and national levels.

Financing the Inclusive City: A Case Study of the Danish Model of Affordable Social Housing (2017-2018)

In conducting this research (published by ICLEI Europe), I engaged with key stakeholders in the field, including leaders of social housing corporations, some of which are among the largest globally. The financial framework driving the prosperity of affordable and social housing in Denmark, home to 20% of the population, is based on a revolving funds model. This model enables the upkeep of existing housing stock at high-quality standards while also financing the construction of new housing units.

Externally Funded Research Projects

Realdania, Denmark (2020-2023)

This Ph.D. project is funded by Realdania with the purpose of uncovering innovative governance and finance solutions for Danish cities. The project provides a systematic approach for comparing governance models and finance mechanisms across mid-sized cities in Northern Europe and the United States.

EU Research and Innovation Project, Cities-4-People (2017-2020)

We conceptualized and secured funding for Cities-4-People (C4P), a project centered on People-Oriented Transport and Mobility solutions across five European cities (Budapest, Hamburg, Istanbul, Trikala, and Oxfordshire). The purpose of C4P is to provide solutions with a low ecological footprint and a shared community mentality, while addressing specific urban and peri-urban mobility issues.

EU Interreg, Scandria (2016-2018)

The Interreg Scandria initiative explores clean, multimodal transportation to enhance the connectivity of the Berlin-Oslo corridor while minimizing the negative environmental impact of transportation. Our contribution involved providing recommendations for multimodal transport partnerships throughout the supply chain, including identifying the costs and benefits associated with such collaborations. This work resulted in the report, published by ICLEI Europe, “Partnerships for improved sustainability: A case study method applied to partnerships in the transport industry” (2018).

EU Knowledge Alliance, Urban Challenges (2012-2019)

With the Urban Challenges, our team ran a multi-year program focusing on the cross-disciplinary challenges cities face. Each city challenge was tackled by a local network of universities, businesses, and municipalities:

- Edinburgh-Copenhagen Urban Challenge examined local carbon emission policies and how cities are reducing CO2 emissions.
- Hamburg-Copenhagen Urban Challenge focused on urban regeneration of deindustrialized harbors using Land Value Capture as a finance vehicle.
- Helsinki-Copenhagen Urban Challenge used big data to investigate and identify innovative urban mobility solutions.
- Riga-Copenhagen Urban Challenge investigated retrofitting of publicly owned buildings in compliance with green building standards.
- Rome-Copenhagen Urban Challenge conducted studies of urban farming and shed light on how urban farming impacts human well-being and increases urban livability.

EU Social Fund, Green Innovation in Cities (2011-2015)

Our team initiated and managed highly complex and knowledge intensive trans-disciplinary sustainable urbanization projects across CBS, Technical University of Denmark (DTU), and University of Copenhagen (UCPH). In addition, we extended collaboration to:

- Beijing-Copenhagen Urban Challenge (2013-2015): We set up a joint graduate course on Urban Air Pollution offered at Peking University, CBS, and Technical University of Denmark.
- Delhi-Copenhagen Urban Challenge (2014-2015): We set up a joint graduate course on Urban Public Transport offered at Delhi Institute of Management Technology, CBS, and University of Copenhagen.

The Brookings Institution (2015-2017)

I worked as an expert scholar (2015) and subsequently as a Centennial Scholar (2016-2017) within the Metropolitan Policy Program unit focusing on the governance and finance of cities. My primary partnership was with Bruce Katz, Vice President of the Brookings Institution, and his team of researchers. We co-authored several research-based reports, which I subsequently used as the foundation for academic articles.

La Fabrique de la Cité, Paris, France (2017-2018)

We presented an urban development model that revitalizes cities and city finances by increasing the commercial yield of publicly owned land and buildings. This research report compares and contrasts Land Value Capture for urban regeneration across Hamburg, Helsinki, Lyon, and Copenhagen. The work resulted in the publication (by La Fabrique de la Cité) of “Innovation for financing urban regeneration and infrastructure: The European model for regenerating cities – Lessons from Copenhagen, Hamburg, Helsinki, Lyon” (2018).

Copenhagen City Development Corporation, Denmark (2015-2017)

Cities across the world face increasing demands at a time when public resources are under enormous pressure. Cities are plagued by outdated or inadequate infrastructure and underutilized areas. This has sent many cities searching for new vehicles of infrastructure finance given the inability to increase taxes. Together with the Brookings Institution, we conducted a deep-dive research project, which resulted in the publication of a report on a new finance vehicle for urban redevelopment exemplified by Copenhagen City & Port Development Corporation. The work resulted in the publication (by the Brookings Institution) of “The Copenhagen City & Port Development Corporation: A model for regenerating cities” (2017).

Siemens Cities, London, UK (2015-2017)

This project with Siemens Cities, LSE Cities, and the Brookings Institution sheds light on how cities deliver large scale transformative projects within energy, buildings, and transportation. The cities were Hamburg, Manchester, and Pittsburgh. The purpose of this endeavor is to understand the dynamics of city stakeholders and city financing, and to identify best practices replicable to other cities across Europe and the U.S. The work resulted in the publication (by Siemens Cities) of “Governing city infrastructure: Who drives the urban project cycle? An analysis of Hamburg, Manchester, and Pittsburgh” (2017).

The German Refugee Crisis, Hamburg and Berlin, Germany (2015-2016)

This work was supported by the Rockefeller Foundation. We investigated how fifteen large German cities addressed the distribution and immediate settlement of refugees during the Refugee Crisis (2015-2017). We paid specific attention to the flow and distribution of refugees, and the costs and revenue flows. We shared our findings with numerous stakeholders, including the UN High Commissioner for Refugees, the World Bank, and several national and city governments.

PUBLICATIONS (selected)

Urban Development

Noring, L. (2022). Ownership and organisation of urban development corporations in Danish towns and cities. Planning Practice & Research.

Canelas, P., & Noring, L. (2022). Governmentalities of land value capture in urban redevelopment. Land Use Policy.

Noring, L. et al. (2022). Global Compendium of Land Value Capture Policies. OECD and Lincoln Institute.

Noring, L. (2021). From Vision to Value: A Case Study of How Seven Danish Cities Conduct Area Development to Propel Urban Revival. The Lincoln Institute.

Bruns-Berentelg, J., Noring, L., & Grydehøj, A. (2020). Developing urban growth and urban quality: Entrepreneurial governance and urban redevelopment projects in Copenhagen and Hamburg. Urban Studies.

Noring, L. (2019). Public asset corporation: A new vehicle for urban regeneration and infrastructure finance. Cities.

Katz, B., Black, K., & Noring, L. (2019). Cincinnati's over-the-Rhine: A private led model for Revitalizing Urban Neighborhoods. Cincinnati Center City Development Corporation & Nowak Metro Finance Lab, Drexel University.

Katz, B., & Noring, L. (2018). Copenhagen City & Port Development Corporation: A model for regenerating cities. The Brookings Institution.

Noring, L. & Katz, B. (2018). The European model for regenerating cities Lessons from Copenhagen, Hamburg, Helsinki and Lyon. La Fabrique de la Cité.

Infrastructure

Millard, J., Noring, L., & Breum Amhøj, C. (2022). Models and strategies for place-based evaluations for the environment. In planning and control of places to growing the pathways for new ecosystems. In S. Albert (Ed.). Routledge.

Katz, B., & Noring, L. (2022). Why are cities stepping up? In M. Powell (Ed.). Cities and climate change. Wiley.

Noring, L., Prisca, L. & Struthers, D. (2020). City Government Capacity and Patterns in Urban Development Project Governance. Urban Affairs Review.

Noring, L., Katz, B. & Verdi, S (2019). Governing City Infrastructure: Who drives the urban project cycle? Case study of Hamburg, Manchester and Pittsburgh. Siemens Cities and the Brookings Institution.

Noring, L., & Nygaard, J. (2018). Partnerships for improved sustainability: A case study method applied to partnerships in the transport industry. Local Governments for Sustainability and ICLEI.

Housing

Noring, L., Struthers, D., & Grydehøj, A. (2020). Governing and financing affordable housing at the intersection of the market and the state: Denmark's private non-profit housing system. Urban Research & Practice.

Noring, L. (2018). Financing the inclusive city: A case study of the Danish model of affordable and social housing. Local Governments for Sustainability and ICLEI.

Ph.D. Thesis

Noring, L. (2007). Conceptualising successful supply chain partnerships: Viewing supply chain partnerships from an organisational culture perspective. Samfundslitteratur, PhD Series, No. 2

TEACHING (selected)

2020-2021 **Scandinavian Sustainability & Corporate Social Responsibility**. Master elective course. Course responsible and co-teacher.

2020-2021 **Introduction to Sustainable Business**. Master elective course. Co-teacher.

2020-2021 **Globalisation, Outsourcing & Virtual Organising**. Master course. Program: Digital Management. Co-teacher in 2020 and in 2021, I was course responsible and co-teacher.

2020-2021 **City Solutions**. Master elective course. Course architect, coordinator, and teacher.

2016-2019 **Hamburg-Copenhagen Urban Challenge**. Master elective course. Program: Urban Challenge Erasmus+ for Knowledge Alliances. Course architect, coordinator, and teacher.

2016-2019 **Global Supply Chains**. Master course. Program: Corporate Social Responsibility in Global Supply Chains. Co-teacher.

2016-2019 **Circular Economy**. Master course. Program: Corporate Social Responsibility in Global Supply Chains. Co-teacher.

2019 **Urban Challenges as Innovation Drivers**. Master elective course. Program: Urban Challenge Erasmus+ for Knowledge Alliances. Course architect, coordinator, and teacher.

2014-2015 **Partnerships between Businesses and NGOs**. Master course. Program: Corporate Social Responsibility in Global Supply Chains. Co-teacher.

2014-2015 **Delhi-Copenhagen Urban Challenge - Urban Planning & Air Pollution**. Master elective course. Program: Green Innovation in Cities EU Social Fund. Course architect, coordinator, and teacher.

2013-2015 **Beijing-Copenhagen Urban Challenge - Urban Mobility Innovation**. Master elective course. Program: Green Innovation in Cities EU Social Fund. Course architect, coordinator, and teacher.