



# C40 Business Plan 2021-2024

C40  
CITIES



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## Foreword by the C40 Chair



2020 has presented unprecedented challenges for countries, cities, and communities around the world – the global pandemic, the deepest recession since before the Second World War, a reckoning with racial injustice, all compounded by the impacts of the climate crisis, devastating wildfires, intensifying hurricanes and typhoons, severe drought and other extreme weather events.

We know that climate change is unfair. Those who have contributed the least to global greenhouse gas emissions are many times the most vulnerable to its impacts. We must focus our attention on addressing these inequalities – not just the inequalities caused by the climate crisis, but on the structural inequalities that are embedded in our economies and in our societies.

Within this year of crises, C40 mayors saw the need for bold and creative leadership – and stepped up to meet the magnitude of this moment. We have led the response to COVID-19 through the Global Mayors COVID-19 Recovery Task Force (Task Force), mapping out the road to a green and just recovery, built on the principles of the Global Green New Deal. Ours is a vision of climate action that is equitable and inclusive; an agenda that links cutting emissions to securing justice and building resilience; and a strategy to save lives and livelihoods while tackling the monumental challenge of this climate emergency.

As the leaders of C40 and a community of great global cities, the Global Green New Deal is our essential blueprint to not only delivering a sustainable and just recovery from COVID-19, but to reimagining strong, fairer economies that serve everyone. According to a recent report launched by the Task Force, investing COVID-19 stimulus funds in a green recovery could create over 50 million good, sustainable jobs by 2025 and halve greenhouse gas emissions by 2030. This is key to cutting greenhouse gas emissions quickly enough to limit global heating to the 1.5° target of the Paris Agreement, and to forging a workforce prepared to build a green economy.

These are the building blocks of a brighter future, and we will keep the momentum going through our Global Green New Deal Coalition Building Campaign, recruiting 1,000 cities that share our bold vision on the road to COP26 in November 2021 and mobilising a broad coalition that combines the collective will of cities large and small with business leaders, labour unions, youth activists, scientists, and civil society to join a movement that will change the trajectory of meaningful climate action for generations to come.

Through the Leadership Standards and this Business Plan, the C40 Steering Committee has set out C40's core goals for the next four years. With past progress as our guide, our central focus is to support the accelerated implementation of our cities' inclusive climate action plans and to strengthen the global leadership roles of our mayors.

C40 has been at the forefront of climate leadership for over 15 years, driving the conversation around climate action and environmental justice to place these issues front and centre in our local policies and on the international agenda. As C40 Chair, I am proud to work alongside my fellow mayors to realise our common vision. For years, simply by leading our cities and doing our jobs, we have prepared for this pivotal moment, and I have no doubt we can inspire a global movement that begins in our own cities. I look forward to marching forward with every member of C40 and our global coalition to build a just, prosperous, and sustainable future.



**Eric Garcetti**

Mayor of Los Angeles  
Chair of C40 Cities





# 1. The C40 Leadership Standards

C40 cities earn their membership through action. C40's most distinguishing feature is that it operates on performance-based requirements rather than membership fees. C40's Leadership Standards set the minimum requirements for all member cities and ensure the integrity of C40 as a network of climate leaders. C40's Steering Committee has updated, simplified and strengthened the C40 membership requirements into a revised set of Leadership Standards.

The C40 Leadership Standards articulate what C40 mayors commit to deliver between 2021 and 2024. They are the foundation of how we will measure success. **This Business Plan sets out how C40 staff will support mayors to achieve these Standards. The overarching focus is on enabling accelerated implementation of cities' climate action plans and using this as a springboard for political leadership.**

C40's aim is not just for its member cities to show what meeting science-based climate targets looks like, but to inspire thousands of other mayors to follow their example, and to establish a broad coalition based on the principles of the Global Green New Deal as the cornerstone of the recovery from the COVID pandemic and global efforts to address the climate emergency.

## Leadership Standards 2021 - 2024

**1 Plan:** City has adopted a resilient and inclusive climate action plan aligned with the 1.5°C ambition of the Paris Agreement, and updates it regularly.

**2 Deliver:** In 2024, the city remains on track to deliver its climate action plan, contributing to increased resilience, equitable outcomes and halving C40's overall emissions by 2030.

**3 Mainstream:** City uses the necessary financial, regulatory and other tools at their disposal to address the climate crisis and mainstreams their inclusive climate targets into the most impactful city decision-making processes.

**4 Innovate:** City innovates and starts taking inclusive action to address emissions and climate risk beyond the direct control of the city government, such as associated with goods & services consumed in their city.

**5 Lead:** Mayor and the city demonstrate global climate leadership and inspire others to act in support of the Paris Agreement.

The new Leadership Standards will come into force on 1 January 2021. C40 has a special category of membership, "Innovator Cities", which do not have the population size to categorise as a megacity but nonetheless are members of C40 because they have shown clear, dynamic, innovative leadership in environmental and climate work. The Leadership Standards bring additional requirements for Innovator Cities, which are set out in more detail throughout this document. C40 will assess cities' compliance with the membership requirements annually, taking into account that some of the requirements only need to be met by the end of 2024. C40 will share with all cities a Leadership Standards report summarising their performance in each given year. A 'for-information-only' version of the report will be provided to cities at midyear, to inform them of their progress during the year.

## 2. Introduction by the C40 Executive Director

2020 has been defined by the global COVID-19 pandemic, which has exposed the fragility of our economic, political and social systems as well as the urgent need to protect and restore the natural world around us. The pandemic has also shown us how quickly things can change in a crisis. The way things are is not the way things have to be.

That is important for C40, as a data-driven organisation of political leaders, because the science tells us that there is no more time to waste to tackle the climate emergency, and our mayors are committed to act accordingly. We know that this next decade will determine the future of our communities, our cities and our ecosystems. Climate breakdown, coupled with rising inequality, and a global pandemic requires an unprecedented response to match the scale of the crisis.

As the *C40 Global Mayors COVID-19 Recovery Task Force* set out, the most immediate test of any leaders' commitment to climate action is to ensure that the recovery from the COVID-19 pandemic is green and just. C40's research shows that how the trillions of dollars of COVID stimulus funds get spent in the coming years will determine whether we can prevent runaway climate breakdown. Investing in a green and just recovery will also create more good jobs and better protect people's health, than attempting to return to business as usual.

C40 mayors have called on national governments and financial institutions to work with cities around the world to invest COVID stimulus and recovery funds in mass transit, walking and cycling infrastructure, and clean energy – or risk propping up old and polluting economies that will accelerate the climate emergency, endanger public health, cost lives, and sacrifice jobs.

The new Leadership Standards that set C40's direction for the next four years articulate how C40 mayors will deliver this green and just future, and this Business Plan sets out how C40 staff will support them. Our overarching goal is to help the world avoid catastrophic climate change, by delivering resilient and inclusive climate action which limits global heating to 1.5°C – the highest ambition of the Paris Agreement. This means our cities need to collectively deliver their fair share of a 50% reduction in emissions by 2030 and become net zero carbon by 2050.

This Business Plan reflects the immediate priorities of our mayors combined with their plan for long-term sustainability, building on the *Mayors' Agenda for a Green and Just Recovery*, which translated the vision of the Global Green New Deal into the new context of COVID-19. For example, our support will focus on the urgent need for cities to create decent jobs, as the pandemic has increased unemployment and workforces transition from an economy dominated by fossil fuel industries to a zero-carbon economy. Likewise, COVID-19 has shown again the essential need for clean air and green public space for all city residents. We will support cities to reallocate space for walking, cycling and recreation, and to create healthy neighbourhoods by restricting polluting vehicles.

Since 2016, C40 mayors have established their credentials as global climate leaders by starting to implement robust climate action plans – based on science and data – that will cut emissions and build resilience in order to limit global temperature rise to 1.5°C. This is the powerful legacy of C40's *Deadline 2020 Programme*. In the next four years, C40 mayors will accelerate implementation of these inclusive climate action plans – if this is

achieved, the emissions of the majority of cities in the C40 network will have peaked by the end of 2024 and will be declining at a rate consistent with halving C40 cities' collective emissions by 2030. Meanwhile, residents will be better protected from climate impacts, enjoying improved air quality and benefiting from jobs generated by climate action.

We will focus our resources on supporting this implementation and draw on our strengths as a political membership organisation to help accelerate this. We will shift our in-depth regional resources from supporting climate action planning to supporting climate action implementation. C40's new flagship Regional Sectoral Programmes will focus on the highest priority and highest impact climate actions in each region. When providing assistance, we will concentrate on our unique ability to support political leaders in making the case for and enacting ambitious and sometimes difficult policies, by building coalitions of support and facilitating peer-to-peer knowledge exchange.

C40 mayors have become an increasingly powerful force for global leadership in the last few years, especially when working with allies. The 2019 C40 World Mayors Summit in Copenhagen was our most successful event to date and illustrated how our mayors are actively collaborating with others to set the global agenda. At the Summit, mayors and leading representatives from business, labour unions, philanthropy, the science community and global youth movement announced their support for a Global Green New Deal, to put the world on a path to tackle the climate crisis while delivering social and environmental justice. At COP25 in 2019, the Climate Ambition Alliance was launched by UNFCCC, the Governments of the UK and Chile

and the High-Level Champions, with C40 as the main city partner for mobilising non-state actors.

Now, C40 will increase the resources needed to elevate the voices and impact of our mayors even further, thereby shifting the regional and global debate on how to drive increased ambition and action. We will support mayors to form coalitions with partners from business, labour, the youth movement and civil society, and inspire more than 1,000 cities beyond C40's membership to commit to the same ambition and action. We will help our mayors to use their strong track record domestically to bring hope, energy, best practices, and a universal narrative to others. In particular, we will provide more support to C40 Vice Chairs who wish to take on enhanced global and regional leadership roles. C40, as a network of mayors, has always been committed to the principle of collaboration. The combined challenge of the climate crisis and the global COVID-19 pandemic makes this even more necessary in the coming years.



**Mark Watts**  
C40 Executive Director



## Core Principles of the Global Green New Deal

- 1.** We recognise the global climate emergency
- 2.** We are committed to keeping global heating below the 1.5°C goal of the Paris Agreement by curbing emissions in the sectors that are the greatest contributors to the climate crisis: transportation, buildings, and waste
- 3.** We are committed to putting inclusive climate action at the centre of all urban decision-making, to create thriving and equitable communities for everyone
- 4.** We invite our partners – political leaders, CEOs, trade unions, investors, and civil society – to join us in recognising the global climate emergency and help us deliver on science-based action to overcome it

## C40 Mayors Statement For a Green and Just Recovery\*

### We call on national governments, international institutions, businesses and world leaders to take decisive climate action by:

- 1.** Immediately delivering a green and just recovery that could put us on track to keep warming under 1.5°C, rather than a return to business as usual that makes runaway climate change almost inevitable
- 2.** Investing in cities to drive the green and just recovery and the implementation of the Paris Agreement
- 3.** Ending all public investments in fossil-fuels
- 4.** Joining us in pledging to reach carbon neutrality by mid-century and setting an interim target which reflects a fair share of the 50% global reduction in CO<sub>2</sub> by 2030 identified in the IPCC Special Report on Global Warming of 1.5°C
- 5.** Embracing the principles of the Global Green New Deal coalition of mayors, businesses, trade unions, investors, youth activists and civil society to create the future we want

\* Published in October 2020



# 3. Services to Cities

## Leadership Standard

### 1. Plan

Each city has adopted a resilient and inclusive climate action plan aligned with the 1.5°C ambition of the Paris Agreement, and updates it regularly

### 2. Deliver

In 2024, city remains on track to deliver its climate action plan, contributing to increased resilience, equitable outcomes and halving C40's overall emissions by 2030

### 3. Mainstream

City uses the necessary financial, regulatory and other tools at their disposal to address the climate crisis and mainstreams their inclusive climate targets into the most impactful city decision-making processes

## C40 Support by 2024

**Virtual helpdesk** with tools, training modules and city case studies to assist with inventories and climate risk assessments

**In-depth support** for cities in the Global South to develop and update inventories, climate risk assessments and climate action plans.

**Best practice sharing global programmes** organised by mitigation and adaptation sector and built on peer-learning; drawing together all of C40 services across finance, business, inclusive climate action, communications; delivered through global networks

**In-depth Regional Sectoral Programmes**, focused on a mitigation or adaptation sector, providing a suite of C40 services across finance, business, inclusive climate action, coalition-building and communications, tailored to the individual cities; delivered in a region, while also supporting exchange of best practice with global cities.

**Cities Finance Facility** complementing Regional Sectoral Programmes with in-depth support to prepare capital investment projects for financing (ODA-eligible cities)

**Best practice sharing global programmes**, delivered through the regional teams

**City Advisers** for cities in the Global South, to support cross-sectoral coordination and integration within a city

**In-depth regional support** for Global South cities to take forward climate action goals into finance strategies and urban planning

## Leadership Standard

### 4. Innovate

City innovates and starts taking inclusive action to address emissions and climate risk beyond the direct control of the city government, such as associated with goods & services consumed in their city.

### 5. Lead

Mayor and the city demonstrate global climate leadership and inspire others to act in support of the Paris Agreement

## C40 Support by 2024

**Best practice sharing global programmes** focused on consumption and emissions from food and construction, and based on peer-learning

**Innovation fund for pilots** which emerge as cutting-edge approaches to demonstrating climate leadership

**Showcasing the global leadership of mayors** through public communications, events and Declarations

**Global and regional campaigns** packaging support for coalition-building, advocacy resources, events and communications, political research and analysis and thought leadership reports

**Engaging non-C40 cities** by sharing C40 best practice virtually and through regional programmes.

**Support for Vice Chairs** to drive leadership in their region and globally.





# PLAN

## LEADERSHIP STANDARD # 1:

Each city has adopted a resilient and inclusive climate action plan aligned with the 1.5°C ambition of the Paris Agreement, and updates it regularly

### a. Introduction

It is the foundation of C40 membership to publish an ambitious climate action plan, in line with the Paris Agreement targets, and to be delivering it. A major focus for C40 from 2017 - 2020 was to help cities commit to, publish and start implementing such a plan. Leadership Standard #1, therefore, makes it a condition of C40 membership to have done this, and for the plan to be updated regularly so that it remains relevant. We will begin 2021 by completing support to those cities that have yet to publish their plans and help to promote them, wrapping up our in-depth assistance programme for cities in the Global South. From mid-2021 onwards we will shift the majority of our resources towards supporting mayors to implement their plans and inspire others to follow suit.

### b. Climate Action Planning, Risk Assessments and Inventories

A risk assessment and emissions inventory are critical tools for helping a city prioritise action, evaluate the impact of their policies and compare themselves meaningfully to peers. C40 will offer light-touch support to cities through a virtual helpdesk, providing tools, training modules and city case studies. We will continue to work with other city initiatives such as the Global Covenant of Mayors to ensure that our reporting requirements are aligned, to minimise the burden on cities. For inventories, we will use the internationally accepted methodology of the Global Protocol for Community-Scale Greenhouse Gas Emissions Inventories (GPC). For climate change risk assessments, we will use the methodology developed through the C40 Climate Action Planning Programme.

We will also seek to support cities in the Global South in meeting the leadership requirement of updating their inventories every two years and climate change risk assessments every five years. For inventories, this would build on the experience developed under the Climate Action Planning Programme. For risk assessments, support would include continuing the Climate Adaptation Academy masterclasses and consultancy support for data collection.

Towards the end of this Business Plan period, we will also seek to support cities in the Global South in beginning the process of reviewing or updating their climate action plans, which is required every five years. We will continue to maintain and share our knowledge products that support cities in developing climate action plans, and undertake greater engagement with non-C40 cities to share the experience, learning and tools from the C40 Climate Action Planning Programme. We aim to provide support to cities to update their GHG trajectories and scenarios, and provide light-touch support to help them identify key priorities for the next phase of implementation.

Monitoring the delivery of climate action plans will be critical to maximising their impact, and is addressed in Chapter 4: Measuring Success.



# DELIVER

## LEADERSHIP STANDARD # 2:

By 2024, each city is on track to deliver its climate action plan, contributing to increased resilience, equitable outcomes and halving C40 overall emissions by 2030

### a. Introduction

Leadership Standard #2 requires C40 mayors to demonstrate that they are delivering action to stay on track to achieve the Paris Agreement-compliant targets to which they have committed in their climate action plans. Our global support programmes will be focused on supporting cities to deliver the most impactful actions in the biggest mitigation and resilience sectors of their climate action plans. This will primarily be through enabling them to exchange best practice virtually with global peers, in order to accelerate action and reduce delivery costs.

C40 was founded on the principle that there is more that unites the great cities of the world than divides them. By focusing on the factors that are held in common, C40 fosters the rapid spread of good ideas through peer-to-peer exchange, mostly through Networks - the city-only working groups which enable frank exchanges built on common objectives and trusted relationships. Our theory of change is based on the evidence that cities implement climate action much faster and more effectively when they learn from other cities. Ultimately C40 is all about political leadership. Peer exchange in C40 Networks starts between senior officials, but very often then becomes the platform on which to engage mayors and stimulate faster or stronger political action.

We will continue to provide C40 staff to convene Networks across various sectors. We believe this is the best value-for-money approach to enable city officials to build their capacity to implement climate action. But our Networks now deliver much more than that - they have become the place where collaborative innovation begins, new standards are developed, bi-lateral co-operation is facilitated, study tours and academies are arranged, and political economy services are supported. Networks will continue to be the place where so much of C40's other work begins.

### b. Global Support Programmes

The universal ambition for each global support programme is articulated in a series of statements of political leadership by C40 mayors, based on the toughest science-based targets and allied to concrete delivery milestones. C40 calls these statements 'Declarations' and they cover a range of key issues, from zero waste to clean air. We have also developed internal targets appropriate to different typologies of cities according to their resources and historic emissions. Each programme's measure of success will be the number of impactful climate actions completed globally by the end of 2024. Adaptation/Resilience will continue to be a programme in its own right, recognising that many resilience actions are necessarily independent of mitigation actions, such as early warning systems for extreme weather. But, recognising the immediacy of climate impacts, we will also ensure that resilience is integrated into all mitigation support programmes, such as consideration of water efficiency alongside energy efficiency in buildings. In cities that are already hard hit by climate change, mayors need to demonstrate effectiveness in improving resilience to gain public support to spend resources on cutting emissions.

For this Business Plan, the focus of each global support programme will be on helping cities deliver their climate actions in the context of COVID-19 restrictions and economic recession. Sharing best practice is needed now more than ever, as cities need to respond rapidly to unprecedented and quickly changing situations. We will continue, therefore, to offer these programmes of best practice sharing to all cities. Cities will be encouraged to sign a relevant Declaration as a way of showcasing their commitment, but it will not be a requirement of participation. Innovator Cities will show leadership by commencing delivery by 2022 of at least three of the impactful actions listed below and reporting their progress. They will also demonstrate how building broad coalitions with businesses, citizens, labour unions and others is the best way to support implementation of the city's climate goals.



**Global support programme**

**Declaration setting ambition**

**High-Impact Actions**

**Networks for peer-sharing**



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Adaptation & Climate Resilience

Urban Nature for Climate (TBC)  
Water Safe Cities (TBC)

Implementing cool surfaces and expanding urban tree cover to combat urban heat

Implementing climate-resilient zoning or land use code revisions

Putting in place emergency response and communication plans

Recovering natural riverine and wetlands

Implementing climate-resilient building codes

Implementing climate-resilient sustainable urban drainage systems

Executing sea level rise and coastal storm preparedness measures

Securing climate-resilient supply of water and user demand-management

Water Security

Connecting Delta Cities

Urban Flooding

Cool Cities



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Air Quality

Clean Air Cities  
Green Ports (TBC)

Expanding adequate air quality city-wide monitoring

Implementing policies and programmes towards meeting WHO air quality guidelines

Air Quality Network

Green Ports Forum



© Tshwane / SAM

Buildings

Net Zero Carbon Buildings  
Clean Construction

Implementing and enforcing building energy regulations, codes or policies to achieve net zero carbon new buildings

Implementing and enforcing mandatory energy or emissions performance standards for existing buildings

Including measures to reduce embodied emissions in buildings, with benchmarking of whole life cycle emissions

Municipal Building Efficiency

New Building Efficiency

Private Building Efficiency

Clean Construction Forum



© Austin

Energy

Clean Energy

Incentivising or implementing citywide actions towards grid decarbonization

Clean Energy



**Global support programme**

**Declaration setting ambition**

**High-Impact Actions**

**Networks for peer-sharing**



© Lima

Food

Good Food Cities

Creating new/aligning school feeding programs to locally relevant low carbon diet

Regulating or activating programs for food businesses to minimize food related carbon emissions

Food Systems



© Oslo / Agency for Climate

Transport

Green and Healthy Streets

Procuring only zero emission buses

Implementing restrictions (e.g. charges or bans) on high polluting vehicles that cover a significant part of the city

Mass Transit

Zero Emission Vehicles

Zero Emission Areas

Walking & Cycling



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Urban Planning

Good Food Cities

Promoting development in transit-oriented locations with emphasis on affordable housing

Implementing 15-minute city/ complete neighbourhood policies that provide public amenities, essential shops, and a mix of economic activities within a short walk or bike ride of residents' homes

Land Use Planning



© Dubai Municipality

Waste

Advancing Towards Zero Waste

Restricting single use and non-recyclable materials

Implementing volume-based waste collection fees or incentives

Implementing citywide segregated waste collection for majority of businesses and residences

Waste to Resources

Sustainable Waste Systems



Integrating inclusion and equity considerations into all of the actions above will be a priority, and we will support cities to evaluate equity and inclusion in the design, implementation and monitoring of relevant sectoral actions, i.e. “equity assessments”. This includes actions such as:

- cities engaging frontline communities with respect to climate action in a specific sector
- cities designing or implementing climate actions in a specific sector that address the needs of frontline communities
- cities collecting disaggregated or spatial data to inform climate action in a specific sector

The sharing of best practice will primarily be virtual, through webinars, calls, emails and direct messaging. It will be relatively light-touch, providing inspiration and guidance rather than deep technical assistance, which instead would be provided through Regional Sectoral Programmes (see below). Annual in-person workshops will be offered to a limited number of cities within each global support programme.

Support will be provided in one simple package to cities. During the previous Business Plan, we greatly expanded our offer to cities, so that they could share best practice on policy design through the Networks, but also access advice on engaging finance, business and the community. We also increased our support on how to design policies for inclusivity and equity, and other benefits like air quality and resilience. We have listened to feedback from cities that the sheer number of C40 services had become difficult for them to navigate. In this Business Plan, we will therefore curate C40 services so that cities can access the relevant sectoral global support programme through just one contact point.

The staff managing this virtual support will be distributed globally, and our ambition is for them to be drawn equally from the Global South and North by 2024. Minimising the number of C40 staff who interact with cities allows officials to have a more streamlined experience. However, this raises the challenge that no single member of staff can speak all the necessary languages for our cities. We will therefore be increasing our investment in the next Business Plan in translation and interpretation services so that cities can still access the relevant support. We will ensure that our webinars are proportionately distributed across the membership and their time zones. C40 will incorporate the need for internet-only fast connections in some African member cities into our global fundraising and partnership strategy.

The box on the right sets out the range of support services that we will continue to provide through our Networks, extending considerably beyond best practice sharing in workshops and webinars.

## Elements of Global Support Programmes

### Foster strong political leadership

- Convenings of mayors globally around sectoral Declaration targets
- One-to-one discussions between mayors, or with senior C40 staff and relevant experts
- Oversight of Declarations by the C40 Steering Committee
- Occasional briefings for mayors related to each Declaration commitment

### Build capacity on ambitious and inclusive climate policy-making

- Guidance on target setting
- Best practice policy and programme design
- Guidance on implementing high ambition actions and meeting Declaration targets
- Inclusive and equitable policy toolkits
- Just transition toolkit to maximise green job creation through policy implementation
- Advice on increasing resilience through policy and project design
- Shared research and expert partnerships

### Increase public support and reduce opposition

- Best practice on effective public and stakeholder engagement
- Models for calculating benefits of climate action (e.g. air quality)
- Access to a “Rapid Response Fund” to provide communications support against vested interests
- Access to fellow mayors to provide support in a crisis
- A blueprint for engaging business
- Toolkit on engaging organised labour
- Communications showcasing their leadership

### Break down financial barriers to action

- Guidance on boosting creditworthiness and recovering financial health
- Research on innovative business models for city revenue generation during COVID-19
- Showcasing mechanisms to support the public and businesses to pay for investments
- Building links between cities and public and private financial institutions to share opportunities and understand requirements to fund necessary sustainable infrastructure





### c. Regional Sectoral Programmes

While C40's greatest strength is the ability to unite the mayors of the most powerful cities in the world around climate action, we also have heard the desire from member cities for more in-depth support and more regional tailoring of C40 services. C40 will therefore organise the majority of its in-depth support to cities through Regional Sectoral Programmes focused on accelerating the implementation of key actions and policies from cities' climate action plans through targeted support to a cluster of cities in the same region.

A Regional Sectoral Programme will be designed to help that group of cities deliver similar actions in one sector by overcoming specific barriers and creating the political conditions for success. This will entail working with mayors and their staff to build political support for climate action, achieve major changes in policies, regulation, and legislation, and fundamentally shift investment into the green economy. Political leadership will be underpinned by targeted technical support, particularly assembling the evidence base for action and collecting the data that enables measurement of success, and subsequent recalibration of policy.

The key impacts they will focus on are greenhouse gas emissions reductions, increased resilience and improved equity. These will be the same kind of impactful climate actions we will be measuring at a global level, but with targets adjusted to be appropriate to the specific region and agreed in advance. The bespoke support will combine elements such as policy design, stakeholder engagement and communications. These programmes will be co-designed with cities through a process managed by the C40 Regional Director with engagement of the C40 Vice Chairs. This is intended to ensure the programmes accurately reflect the priorities and perspectives of the region they serve.

The level of support we intend to channel to cities for implementation far exceeds the scale of the support we provided to develop climate action plans in the previous Business Plan. We will therefore focus our fundraising efforts for these programmes on securing Official Development Assistance, which will be directed towards cities

with the greatest capacity needs in the Global South. We will also seek to fundraise to support Regional Sectoral Programmes in the Global North, although we expect them to be more limited in scale and number.

### d. Rationale for Regional Sectoral Programmes

The process of every C40 city producing a climate action plan has demonstrated that there are some clear priorities shared amongst a number of cities in the region (for example, zero carbon mobility in Latin America). A regional programme focus will allow for a more efficient use of resources and enable support to be better tailored to language, culture and governance norms. Within a region there are generally greater similarities in barriers to climate action amongst cities – such as access to finance, national legislation and the relationship with national governments, mechanisms of civil society, structure of cities (e.g. role of informal sector and informal settlements) – which a Regional Sectoral Programme could help cities collectively address.

There are also greater opportunities to scale impact by working with a group of cities to deliver similar actions and policy changes in a country or region. Through a Regional Sectoral Programme, the high-ambition C40 cities cohort would engage and share best practice with non-C40 cities within the region, accelerating and spreading policy implementation. Additionally, a number of cities implementing similar policies and projects helps to aggregate their power and influencing potential given their collective market demand, economic might and profile. For example, if a number of cities are working on policies to procure zero emissions buses in the same market, there is a greater opportunity to influence bus manufacturers than if one city were to act alone.

C40 recognises that with limited resources we cannot successfully provide all the support that member cities require. We will, however, seek to secure partnerships to provide support where C40 has service gaps. Whilst C40 will retain the primary link with mayors and cities and will oversee the programme, we will utilise existing and future partnerships to maximise the opportunity for delivery of each programme.

### e. Types of Regional Sectoral Programmes

**Regional programmes will be selected on the following basis:**

- Offer high greenhouse gas/resilience/equity impact, reflecting priority action areas in multiple city climate action plans
- Enable specific actions and outcomes to be delivered within 3-4 years
- Ensure a majority of cities in a particular region can work together on similar actions/policies/programmes, and
- Provide opportunities to share best practice further across the region/globally





## f. Elements of Regional Sectoral Programmes

Regional Sectoral Programmes will be individually tailored to meet the needs of each region, but they will select from the following universal elements, which are each designed to overcome barriers faced by the cities.

### Foster strong political leadership

- Convenings of mayors within the region to foster a common, highly ambitious sense of purpose
- One-to-one discussions with international mayors who have demonstrated success on similar issues
- Masterclasses and provision of targeted analysis and data from inspiring experts

### Increase public support and reduce opposition

- Capacity to build alliances for climate action in the region around the Global Green New Deal / green and just COVID-19 recovery approach (terminology determined by the region), starting with 5 pilot cities in 2020

- Bespoke campaign and local benefits research to make the case for the new policy or programme, specifically on jobs and air quality

- Opinion polling and targeted stakeholder surveys

- Communications and events support to promote the programme in regional media

- Assistance to engage civil society (including through the C40 Global Youth and Mayors Forum)

- Engaging the private sector, through establishing a City Business Climate Alliance where relevant, or other forums to facilitate the city working together with business to deliver the specific action

### Break down policy, legal and financial barriers to action

- Legal support, where appropriate, to identify and strengthen mayors' legal right to act and remove regulatory barriers

- In-depth project preparation support, via C40's Cities Finance Facility (ODA countries only), to

support cities in preparing capital investment projects for financing while building local capacity

- Finance expertise and assistance to support cities on business models and financing options assessments for specific types of projects and programmes

- Engaging regional finance institutions to identify potential sources of finance for critical infrastructure projects that are part of regional priorities and build stronger relationships with regionally based donors

- Building links between cities and public and private financial institutions to share opportunities and understand requirements to fund necessary sustainable infrastructure

- Via city diplomacy and our partnership with the Coalition for Urban Transitions engage national/regional/multi-lateral governments to support enabling policies or campaign for change to obstructive policies related to regional priorities

### Build capacity on ambitious and inclusive climate policy-making

- Additional capacity to develop best practice policy, building on advice from the relevant global network, and then sharing experiences from the regional programme back to the global network

- Bespoke guidance on target setting for the specific action (e.g. addressing extreme heat)

- Local expertise on ensuring inclusive and equitable policy design

- Data collection and evaluation assistance

- Tailored assistance to develop strategies to maximise jobs

- Advice on maximising mitigation and resilience through design

- Targeted study tours, bilateral exchanges, and academies to share best practice and reduce transaction costs

An example of a Regional Sectoral Programme that is already underway is our Zero Emission Bus Rapid-deployment Accelerator (ZEBRA) in Latin America (see box opposite).

## The Zero Emission Bus Rapid-deployment Accelerator (ZEBRA) in Latin America

Co-led by C40 and the ICCT, this partnership aims to accelerate the deployment of zero emission buses across major Latin American cities by overcoming political, technical, market and financial barriers. The programme has so far achieved over its 2-year implementation:

- Political commitment in Mexico City, Medellín, São Paulo and Santiago towards zero emission buses, supported by the C40 Green & Healthy Streets Declaration.

- In-depth and flexible support for these core cities to develop and implement a fleet-wide deployment strategy and tendering for zero emission buses. Mexico City's BRT system has recently launched its first articulated e-bus and has announced the complete electrification of one of its BRT corridors as a result of ZEBRA support.

- Complemented by deep technical assistance provided by CFF in Quito, Guadalajara, Monterrey and Mexico City on electric buses.

- Commitment from two major bus manufacturers to expand market presence in Latin America and bring zero emission vehicles options adapted to the local conditions in response to collective city demands.

- Commitment from major investment firms and utilities to invest in well prepared e-bus projects in the region: so far over US\$500m

has been secured from major players in region.

- Creation of a network of over 250 contacts of 35 cities and other state and national institutions in the region for knowledge sharing and peer-to-peer support on e-bus projects.

- Influence national administrations to pass policies that support e-bus uptake. C40 and ICCT have successfully engaged the Ministry of Economy in Mexico to pass import tax exemptions for zero emission vehicles in general – buses, freight, cars – which would otherwise have been subject to 20%, 15% and 15% of import taxes respectively if the measure had not been adopted.

LESSONS LEARNED, which have been incorporated into C40's design of Regional Sectoral Programmes:

- Flexibility in programme design is important so that support can adapt to changing external circumstances (e.g. post-COVID-19, cities need broader support to overcome negative attitudes towards mass transit; ensuring urban residents can and do safely use buses is now top priority).

- More support is needed to quantify and communicate the wider benefits of bus electrification (e.g. air quality) to build and sustain public and political support for action.
- Ensure programme delivery staff are based in the region with strong leadership from Regional Directors to facilitate ongoing mayoral engagement.

- Engage business stakeholders to highlight opportunities and better tailor bankable and technically feasible solutions for cities.





# MAINSTREAM

## LEADERSHIP STANDARD # 3:

Each city uses the necessary financial, regulatory and other tools at their disposal to address the climate crisis and mainstreams their inclusive climate targets into the most impactful city decision-making processes

### a. Introduction

To overcome the climate emergency and achieve a green and just recovery from the COVID-19 crisis, climate action needs to be embedded and mainstreamed across all city government activities. Mainstreaming climate change into city policy can raise the profile of climate action, ensure a more efficient use of resources, and reduce conflicts between policies. Moreover, to implement a climate action plan that is also inclusive and equitable, it is crucial to ensure that climate action targets are aligned and integrated with all the city policies and work-plans that participate in reducing inequalities, providing economic opportunities and creating thriving, just and inclusive societies. This needs to be driven at the highest level in the city and therefore Leadership Standard #3 requires C40 mayors to demonstrate that they are using every possible lever at their disposal to achieve emissions reduction and resilience targets in line with the Paris Agreement.

There is no one solution to embedding and mainstreaming climate targets, as every city has its own set of institutional and political structures and they are best placed to decide how to do this. Based on the tools and knowledge collected during the Climate Action Planning Programme, C40 therefore, intends to provide mainly light-touch support to its members to share experience and best practice on innovative climate management so that cities can pick the elements most helpful to their context. In cases where cities have low capacity, C40 will seek to provide city advisers who can assist with implementing the mainstreaming priorities of the city. C40 will also seek to provide in-depth regional support focused on taking forward and integrating climate actions into urban plans and finance strategies, including scoping actions and defining investment opportunities.

In addition, the Regional Sectoral Programmes and C40 Cities Finance Facility support will have an aim to mainstream the specific sectoral targets and actions they are implementing. This will be fundamental to ensure their sustainability. For example, a Regional Sectoral Programme focused on zero carbon building codes could also support cities to amend their planning policies to require zero carbon buildings as part of transit-oriented development.



## b. Elements of Support for Mainstreaming

### Best practice sharing support

• Building on knowledge developed through the Climate Action Planning Programme, it will provide light-touch support to cities exploring innovative approaches to strengthen climate management and coordination of climate action within the city, with a particular focus on serving mayors and deputy mayors, as well as other key decision-makers.

• C40 will identify and share best practices and inspirational examples and facilitate peer-to-peer support. These could be crosscutting, like carbon budgeting, or sectoral, like a transport plan.

• This work will be supported and delivered by a dedicated team in C40, with inputs from a wide range of programs and delivered through the Regional Director's team to the cities.

• Support to cities to align investments with their climate ambitions by supporting cities to shift city investments and pensions away from fossil fuels towards sustainable investment.

### City advisors

• Supporting a governance self-assessment using a C40 toolkit to help cities identify key challenges in governance and opportunities and priorities for embedding climate action.

• Convening relevant departments across city administrations to encourage them to mainstream climate targets and defined actions for mitigation, adaptation and inclusion aspects.

• Focused on a particular action or target being structurally embedded in all relevant governing documents, decision-making processes and plans, sectoral departments/structures, such as transport agencies, waste departments, water departments, building management departments, energy agencies, and health departments.

### Regional deep dive support on finance integration, urban planning and investment opportunities

• Regional support including workshops, access to experts, and peer-to-peer learning and best practice sharing between cities.

• Delivered through Regional Directors and City Advisers and supported by C40's global teams

• On finance integration, C40 will engage finance and investment teams within cities to identify finance strategies for climate actions plans, integrate actions within capital budgeting processes, and where feasible provide support to cities in reviewing and strengthening their fiscal health so that funding can be allocated to priority actions.

• On investment opportunities, cities will be provided support to build out a pipeline of short-term actions identified in the city's climate action plan

• On urban planning, cities will be provided support to integrate climate actions and climate risk into land use and spatial plans.





# INNOVATE

## LEADERSHIP STANDARD # 4:

Each city innovates and starts taking inclusive action to address emissions and climate risk beyond the direct control of the city government, such as associated with goods & services consumed in their city.

### a. Introduction

Today's proven solutions were yesterday's innovations, so while C40's primary focus is to share existing best practice as a way of stimulating faster and deeper climate action, we will also continue to support cities to pilot new approaches. Our aim is to ensure cities are continuously leading the world in setting the new standard for climate action, and this will often go beyond emissions within their direct control, which they are already addressing. Leadership Standard #4 therefore requires mayors to demonstrate that they are acting as innovators in their climate action programmes, by framing policy and building alliances to address emissions that are beyond the direct control of city government.

Based on engagement with member cities and analysis of city emission profiles, we have identified addressing consumption as a primary opportunity for innovation across the majority of our cities. In addition, there are also topics where a small number of cities wish to pilot an approach which could then be scaled up to other cities if the concept is proved successfully.

### b. Addressing Emissions from Consumption: Food and Construction

Reducing global consumption-based emissions are critical for tackling the climate crisis. In 2019, C40 published the report "*The future of urban consumption in a 1.5° C world*", which indicated that consumption emissions were 60% greater than conventional scope 1 and 2 emissions, and outlined the necessary changes to urban consumption in order to limit global heating to 1.5°C. As capital cities and financial centres, on average, the economies of C40 cities are skewed towards service sectors and high-tech manufacturing, rather than heavy industry and agriculture. As such, on average C40 cities import the majority of the goods consumed by their residents. This means that, if they can change patterns of consumption to be less carbon intensive, C40 mayors can have a significant impact on the economy outside their own city boundaries. Moreover, when the emissions from the production and distribution of these goods are included in C40 cities' emission profiles, their carbon footprint tends to increase significantly.

Addressing consumption is a new frontier of climate action, and addressing these emissions is necessary for limiting warming to 1.5°C. Our research has identified that food and construction are the two largest sectors that contribute to consumption emissions, so we will continue global support programmes (as outlined in Leadership Standard 2) to help cities take forward action in these areas.



### c. Innovation Pilots

Pilots by a small group of cities can pave the way for the whole of the C40 membership. In the previous Business Plan, the Deadline 2020 Programme began with seven pilot cities (Boston, Durban, London, Los Angeles, Mexico City, New York and Paris) and gave us invaluable information to refine the programme and support cities across C40 in developing 1.5°C inclusive and resilient action plans.

All cities in C40 demonstrate innovation in different ways relevant to their context. For this Business Plan, we will create an Innovation Fund, to provide small grants to cities to pursue innovative climate action policies and programmes at the pilot stage. We will consult cities on areas which they view as innovation opportunities we should support, using the city official members of the Green Economy Forum as a key source of review, alongside discussions between Regional Directors and their city contacts. We will focus in particular on increasing support for innovation from the Global South. Nascent opportunities now will become more concrete during the life of the Business Plan, such as the idea to pilot inclusive climate action related to migrants and refugees. We also expect innovations in strengthening climate resilience to be a priority, to help cities identify low-cost and quickly implementable solutions to safeguard vulnerable communities from a worsening climate. We will complement city ideas with a research programme, which will focus on addressing gaps in C40 knowledge, for example around best practice in supporting informal settlements.

We are currently working with small groups of cities in these pioneering areas:

- A flagship **Global Green New Deal Implementation Pilot** supporting targeted engagement, initially in five pilot cities, but expanding to 20+ cities in five regions, focusing on delivering inclusive climate action, a just transition and demonstrating what C40's vision for a Global Green New Deal -including a green and just recovery from the COVID-19 pandemic -looks like in practice in cities. The initiative will draw on C40's expertise to advance climate mitigation targets, a just and equitable transition, and adaptive resilience in North America, Europe, Africa and Latin America. The aim is to ensure mayors and cities contribute as world leaders to reimagining societies and communities in a way that is low carbon, just and prosperous socially, to address the climate crisis.
- A **Thriving Cities Initiative**, based on economist Kate Raworth's Doughnut model of social and planetary boundaries, serves as a stimulus for cross-departmental collaboration. The Initiative aims to equip mayors and cities with the tools and strategies to bring together residents, businesses, and community organisations in order to collaborate and innovate to transition to an ecologically safe and socially just city.
- Piloting the creation of local **green recovery funds** that can bring together endowments, foundations, institutional investors and asset managers to invest in local community-driven climate actions and urban green recovery initiatives.

C40 values the particular role of Innovator Cities in fostering innovation and the potential for them to incubate ideas which are then shared with the rest of the membership. C40 will support by convening Innovator Cities to enable them to exchange experience and work together.





# LEAD

## LEADERSHIP STANDARD # 5: Each Mayor and city demonstrate global climate leadership and inspire others to act in support of the Paris Agreement

### a. Introduction

C40 mayors are most influential when they combine action at home with advocacy to those beyond their borders. The *Global Green New Deal* recognizes that we are in a climate emergency, while inequality is further limiting societal progress. We need to shift to a new economic paradigm, focused on improving everyone's quality of life, while living within environmental boundaries. Such a transformation requires society to unite behind this vision and the radical changes required. Our mayors can only achieve this if they deliver bold, equitable climate action at home, while also advocating and building alliances with other cities, civil society, labour movements, business and national governments. The power of such alliances can influence the narrative around climate change, change public opinion, shift markets, and shape national policies and international climate talks - ultimately driving further ambition and action.

We are expecting the impacts of COVID-19 to continue throughout this Business Plan period, and so our global leadership work will focus on demonstrating and advocating for a green and just recovery from the pandemic. The Global

Green New Deal vision was translated into the new context of COVID-19 by the Mayors' Agenda for a Green and Just Recovery, published in 2020. The Agenda set out the specific actions for cities to take, alongside national and regional governments and international institutions. The Global Green New Deal and the Green and Just Recovery agenda form the basis of our advocacy going forward.

The scale of this challenge cannot be underestimated, and C40 will therefore dedicate significantly more resources in this next Business Plan to support this Leadership Standard, especially through Vice Chairs. We will also apply the principle of simplifying our support so that our members have a streamlined experience of C40 services, and we have maximum impact. We will therefore support our cities in these main ways: 1) by showcasing the global leadership of mayors; 2) through targeted global and regional campaigns, including by building partnerships and coalitions to add to our mayors' call for action; 3) by helping our member cities engage non-C40 cities to develop and deliver climate action plans. In particular, we will provide more support to Vice Chairs who wish to take on greater global and regional leadership roles.





## b. Showcasing the Global Leadership of Mayors

One of the greatest global leadership services that C40 can provide is to show how to build and sustain a thriving economy that works for everyone, while overcoming both the COVID-19 pandemic and the climate crisis. As the reality of the climate crisis becomes increasingly clear, people around the world are looking for leadership. Youth climate activists are calling out for political leaders that recognise the scale of the threat; businesses, civil society and unions are searching for credible partners to align with; concerned citizens are looking for politicians they can trust to deliver a green and just future. C40 mayors are uniquely placed to provide that leadership and are already doing so within their cities. We will help our mayors to use their strong track record domestically to bring hope, energy, best practices, and a universal narrative to others.

C40 has become highly skilled at showcasing the action and vision of our members on the global stage, whether through headlines in the international media, digital campaigns reaching millions of urban residents, agenda setting global events and highly impactful diplomatic initiatives. Throughout the 2021-2024 Business Plan period, C40 will build on this expertise and expand the support available to member cities, including, events, communications, and the Declarations Programme. Our activities will aim to build the brand of C40, and the political capital of our membership, so that we are a valued partner by allies across civil society, the youth movement, organised labour, business and national governments. Working together we can build the global narrative around equitable climate action, inspire others to take similar action, and lead a global climate coalition to COP26, and beyond. These efforts will also help to strengthen the political capital of our mayors so that they have increased local support to enact the bold initiatives of their climate action plans.

## Elements of Showcasing the Global Leadership of Mayors

### Communications

- Highlighting the individual and collective successes of our mayors as they deliver their climate actions on social and digital media
- Identifying opportunities in national, regional and international media for mayors to tell their own stories of climate action
- Building partnerships with global multimedia giants such as TED, Reuters, EFE and YouTube
- Taking innovative approaches to storytelling through collaborations with artists, poets, designers, street artists, advertising agencies and photographers

### Events

- Bringing together a coalition of mayors, their partners and major global influencers at our flagship event – the C40 World Mayors Summit – to commit to more ambitious climate action and showcase the innovative solutions that are creating healthier, more liveable and resilient communities
- Delivering the Bloomberg Philanthropies C40 Cities Awards to celebrate climate action success, as well as partnering with other awards such as the Earthshot Prize, and the American Cities Climate Challenge

### C40 Declarations

- Showcasing the aggregate impact of C40 mayors focused on key climate actions and making hard data accessible and compelling
- Telling persuasive stories to show how signatories of the Declarations are making life better for their inhabitants and shifting global markets while slashing emissions and boosting resilience
- Setting a clear articulation of the global standard for urban climate action by 2030 for each sector

## c. Global and Regional Campaigns

C40 will elevate the voices of our mayors even further through campaigns, with the goal of inspiring others to act in support of the Paris Agreement, mobilising the investment and action needed to deliver a green and just recovery, and overcoming political barriers to climate action. We will support mayors to reach out to partners across business, civil society, governments and organised labour to change the global narrative and mobilise a coalition of action.

We will deliver up to two global campaigns over the next four years, and six regional campaigns. The campaigns will be submitted to the Steering Committee for feedback. These campaigns will focus on delivering a tangible change which would implement a green and just future or creating the political space for these changes to be achieved, like changing the global narrative. This could be a change by non-C40 cities, by national or regional governments, international institutions, investors or business, or a change that enables action by C40 cities, such as building public support for zero emission zones across Europe, or for divestment from fossil fuels. These campaigns will compile intelligence on political barriers and opportunities, analysis of the key opportunities and threats, and develop comprehensive campaign strategies to deliver change. These comprehensive campaigns will integrate the full range of C40 services across campaigns, communications, events and city diplomacy, and draw on our partnerships. A campaign could be very visible, with public communications and events. It could also be more discreet, delivered primarily through private high-level meetings. Some campaigns will combine both elements. In all the campaigns, working with the relevant allies will be fundamental, including civil society (especially youth and groups representing those disproportionately impacted by climate change), organised labour and businesses. This can involve creating or joining formal coalitions or bilateral or behind-the-scenes partnership work.

The first global campaign is the proposed 'Global Green New Deal Coalition Campaign'. Its objective is to secure the commitment of 1,000 cities around the world to the core principles of the Global Green New Deal by COP26 in November 2021, and to build an international coalition to

mobilise the investment and action needed to deliver. Mayors from 1,000 cities beyond the C40 membership will commit to delivering a green and just recovery from the COVID-19 crisis; creating strong, fair economies that serve everyone; and cutting greenhouse gas emissions quickly enough to limit global heating to the 1.5°C target of the Paris Agreement. More information is provided in the case study below. The objective of the second global campaign will be identified over the next 18 months, to ensure it is responsive to the changing global situation. However, it will be focused on the principles set out in the Global Green New Deal and the Agenda for a Green & Just Recovery.

Regional campaigns will be developed through discussion with the Vice Chairs in each region, and the regional membership, to identify their priorities aligned with the Global Green New Deal and Agenda for a Green and Just Recovery. A regional campaign should be collectively important to the mayors in that region, and seize on a political opportunity, target an impactful resilience or mitigation action, and on a topic where C40 is well-placed to support. It will then be presented to the Steering Committee. In most cases, the campaign would be aligned to the focus of a Regional Sectoral Programme so that resources can be combined for maximum impact. Regional Sectoral Programmes, where established, will also have budgets allocated to support regional campaigns. For example, there could be a Latin American Regional Sectoral Programme focused on supporting zero carbon mobility in cities. This could run alongside a regional campaign calling for national governments, businesses and regional finance institutions to protect and champion mass transit through investment and regulation.



#### d. Elements of Global and Regional Campaigns Support

All elements of support will be tailored to deliver the objective of the campaign, such as investment in mass transit, or provision of a green stimulus.

##### **Support mayors with political research and analysis**

- Understand the key non-technical barriers to climate action that could benefit from campaign support, consulting with cities

- Develop a series of case studies of how cities have responded, both successfully and unsuccessfully, in defence of climate policies and investments, including how cities have countered the tactics and campaign tools used by fossil fuel lobbies and critics of climate action

- Develop landscape analysis to understand the actors, stakeholders, decision points, obstacles and opportunities in relation to specific barriers to climate action, including commission research or polling to understand public opinion if needed

- Bring together city staff to share best practice and knowledge on building support for climate action

##### **Enable mayors to work with relevant allies to act and advocate together, including**

- The C40 Global Youth and Mayors Forum, so that young people in our cities help shape the sustainable future they want, providing a route from making their voice heard on the streets into shaping policies and projects in city government

- Civil society climate movements to engage campaigning organisations to support strong mayoral climate action, and strengthening our partnerships with key global organisations like 350.org, Beyond Coal, and Greenpeace on areas of mutual concern

- The Just Transition Centre to achieve a similar alliance for inclusive climate action with the international trade union movement

- Bridging from our expanded City Business Climate Alliance Programme in individual C40 cities and successful partnerships with business organisations such as We Mean Business and

the World Business Council for Sustainable Development on our Declarations, to develop a stronger mayor/CEO alliance for climate action

- C40's Women4Climate Programme, including its mentorship scheme which aims to support hundreds of women to act as ambassadors in Global Green New Deal communication campaigns and drive women-led change

- Continued collaboration with partnerships like Alliances for Climate Action to build momentum and collaboration among non-state actors across national platforms

- Facilitating regional convenings of mayors and key partners, to bring together allies behind regional priorities

##### **Support mayors to advocate to national and regional governments and international financial institutions, by:**

- Coordinating collective action with allies (see below) and creating the channels for dialogue with relevant partners, e.g. UK Government as host of COP26, UNFCCC, European Commission, G20 through public communiques and also private roundtables

- Providing diplomatic toolkits and research and analysis to identify the specific policy ask of national or regional governments or finance institutions

- Providing tailored materials to highlight systemic financing challenges, including access to development and climate finance, financing regulations and financial powers of cities, as well as highlighting the impact of COVID-19 on city finances

- Engaging in finance diplomacy to shift global finance to align more strongly with the Paris Agreement, green the international finance systems and open up new climate finance avenues for cities

- Coordinating action with other city networks such as the Global Covenant of Mayors to make the case for city investment opportunities

- Working with partners including the Coalition for Urban Transitions and Sustainable Cities Impact Programme where they are operating in a target

country, to benefit from their communication channels and advocacy to national governments

##### **Rapid Response Fund**

- A fund to respond to new collective opportunities and threats (as we did with COVID-19) and to quickly mobilise resources (such as bespoke research, opinion polling and local advertising campaigns), in defence of C40 mayors when their climate policies are under attack

##### **Provide C40 mayors with resources to make the case, including:**

- A universal narrative which can be used to show global momentum behind a green and just recovery, combined with regionally relevant messages

- Inspiring and people-centred stories showing how residents of C40 cities are thriving while cutting emissions, tailored to the specific campaign

- Positive and practical examples of best practice in city policy-making, including examples of alliances between mayors and other groups

- Hard data and analyses that show how a green and just recovery will result in stronger societies and higher standards of living

- Counterarguments to false negative stories that aim to provoke public opposition to mayors' climate policies

##### **Thought leadership and research**

- Building the evidence base for how reducing emissions and improving equity will create more and better jobs, enable sustained economic development, and improve the quality of life for everyone, particularly the most vulnerable.

- Publishing thought leadership research on cutting-edge areas, often drawing from the experience of innovation pilots (see leadership standard 4). E.g. the nexus of climate and migration in cities

- Maintaining the Knowledge Hub as a platform for sharing best practice

##### **Provide C40 mayors with platforms to advocate, including:**

- Communications (see previous section)

- Regional events, either organised by C40 or as a partnership

- Global events, such as COP26





**Case study: Global Green New Deal Coalition campaign to inspire non-C40 cities to commit to 1.5°C by COP26 in 2021**

Under the new Leadership Standards, all C40 members will have a resilient and inclusive climate action plan aligned with the 1.5°C ambition of the Paris Agreement, and a record of action on climate change. It is, therefore, a realistic and essential objective that C40 cities should seek to influence other cities to follow suit. C40 is well positioned with our Chair as a Friend of COP and our partnership with the Climate Ambition Alliance. That is why our Chair, Mayor of Los Angeles Eric Garcetti, has set an objective for C40 to encourage 1,000 of non-C40 cities to commit to match the level of ambition championed by C40 cities.

C40 mayors will support this effort, seeking to inspire non-C40 cities to commit through collaboration and sharing of experience bi-laterally or through in-country city networks, or through sister city relationships. Innovator Cities and C40 Vice Chairs will show particular leadership in this regard.

**Non-C40 mayors will commit to:**

I. Develop climate action plans consistent with the 1.5°C goal of the Paris Agreement.

II. Deliver a green and just recovery to the COVID crisis and create strong, fair economies, by immediately implementing equitable, inclusive and resilient climate action. These actions will be based on C40's sectoral Declarations and the proposals of the Mayors Agenda for a Green & Just Recovery.

III. Embrace the principles of the Global Green New Deal, participating in C40's global coalition for change, whilst also building local coalitions to accelerate climate action in their cities

**Support from C40:**

- Inspire cities, coalition partners and citizens to engage: Launching a long term integrated multi-channel communications campaign that will motivate mayors and partners across business, youth activists, unions and civil society to engage with C40's efforts.

- Provide C40 mayors with platforms to advocate: Working with the UK/Chile led 'Climate Ambition Alliance', which aims to get 1,000 cities committed to net-zero by 2050 at COP26 (during 2020 and 2021). Playing an active role in the COP26 Climate Champion Programme, including seconding a member of staff into its secretariat. Organising a strong presence of mayors at COP26.

- Provide C40 mayors with materials to make the case and a concrete pledge for cities to sign: Supporting C40 mayors to influence other city networks of which they are members, including national organisations like Climate Mayors (USA) or regional networks like the African Capital Cities Sustainability Forum, and by providing non-C40 cities with a concrete "commitment letter" that they can sign to be recognized as a member of this coalition.

- Convening partners to engage: Supporting mayors to bring together partners from business, governments, youth, civil society and union that can support action and advocacy at global, regional and city level. Engage CDP, World Resources Institute, and World Wide Fund for Nature as coalition partners in the campaign.

- Support mayors to advocate to national and regional governments and international institutions: Expanded staffing to help the C40 Chair lead engagement with the UNFCCC and COP26 president in the run-up to COP, to push for an agreement which reflects the necessary ambition and support for cities. Mayor Garcetti's role as Friend of COP.





#### e. Supporting Non-C40 Cities to Deliver their Commitments

In addition to getting non-C40 cities to commit to 1.5°C, we will also use our unique knowledge of urban best practice to support them to deliver on the commitment. We will engage with our partners in the Global Covenant of Mayors so that this major Bloomberg Philanthropies and European Union city programme adopts Paris Agreement-compliant targets and then uses our experience to help them develop and deliver plans. We will also work with national government city programmes to replicate the success of DK2020 in Denmark, which translated C40's Deadline 2020 Programme into a national context. This would mean working with a group of cities in one country to develop and deliver climate action plans.

We will expand our current engagement and knowledge sharing with non-C40 cities through C40 programmes which are open to non-C40 cities: Global Environment Facility Sustainable Cities Impact Programme, C40 Cities Finance Facility, Divest/Invest Forum, Reinventing Cities, and Zero Emission Bus Rapid-deployment Accelerator (ZEBRA). We will develop toolkits to provide step-by-step support to cities on climate action planning.

Where appropriate, we will use the Region Sectoral Programmes to support non-C40 cities in developing a specific climate action. For example, C40's China Buildings Programme has helped specific cities develop their own building policies whilst also working with the national government to inform standards for cities across the country.

#### f. Delivery Model

These activities will require increased resources, especially in our regions, and particularly the Global South. We will deliberately seek to provide equal opportunities for members in the Global South and Global North to participate in campaigns and communications milestones. This is intended to address the fact that C40's international media profile is currently dominated by North American and European coverage. We will provide dedicated communication support for each region. They will gather the inspiring people-centred stories of climate action from every C40 city and champion C40 mayors via local, regional

and international traditional and digital media worldwide. These regional communications staff will ensure C40 delivers a universal message but with distinct regional voices, and bring local professional expertise and language capabilities. This will be accompanied by an increased translation and interpretation budget.

We intend to provide a Vice Chair support manager to be the regional resource for delivering global and regional campaigns, especially supporting advocacy by the Vice Chairs. This could include supporting them to engage non-C40 cities to commit to an inclusive and resilient 1.5°C action plan, or to build coalitions with allies in the region. It could also include supporting Vice Chairs on a particular agenda which matters to them, ideally one integrated into a global or regional campaign.

We will also expand the C40 Knowledge Hub as an open-source, online showcase of city best-practice. This will be an easy resource for C40 mayors to direct others towards, and to use as speaking points. The Knowledge Hub's content is designed to provide guidance to mayors and other city staff. The Knowledge Hub offers a reliable evidence base, examining the context underpinning key policies and issues, and setting out why climate action is critical, what priority climate action mayors could focus on, based on data and experience in C40 cities, and how cities can deliver climate action at speed and scale. Publications feature data insights and real-world examples across political, economic and technical aspects of scoping and delivery. C40 will continue to add relevant content to the Knowledge Hub and will make all material available in a range of languages to better support all cities, and we will develop collaborations with other partners both for content sourcing and distribution to new audiences, in particular the Global Covenant of Mayors, as a means of reaching non-C40 cities.

We will continue to develop our Communication Advisers Network so that the most senior press and communications experts in our member cities can come together with their peers to share expertise and collectively overcome local and universal challenges, just as their technical peers do in C40's other Networks. The Communications Advisers Network will also allow C40's Communications team to be fully responsive and aligned with the priorities, threats and opportunities of our mayors'

political and communication teams. We will also consider developing a C40 network comprised of International Relations teams (and/or mayor's advisers) in C40 cities and build their capacity to effectively support their mayor on delivering the messages around the Global Green New Deal and Agenda for a Green and Just Recovery.

#### g. Supporting Member Cities

Cities supporting fellow cities is the lifeblood of C40 and is an activity which flows through all of the Leadership Standards.

One of the most inspiring aspects of the response to COVID-19 has been the way in which mayors have helped their fellow mayors. This has included both behind-the-scenes practical advice, and joint public statements through the C40 Global Mayors COVID-19 Recovery Task Force. C40 wishes to build on this momentum in this Business Plan, recognising that ambitious action and successful response to crises will be needed even more in the coming years. The Leadership Standards introduce a new requirement, for cities to help one another in times of crisis when asked. This could be a regional extreme weather crisis, such as floods, wildfires or drought. It could be a

global crisis which impacts on climate action, like COVID-19. Or it could be a local crisis when a city finds its ambitious policies under attack, such as many cities have experienced with the car lobby opposing pedestrianisation. When a city needs help, they can ask each other for private advice. Mayors can also lend their public support to help their fellow members, if support is explicitly requested by the mayor in question and if it is politically feasible to do so. C40 staff will assist cities in these efforts where required.

The Leadership Standards also invite members to support each other through hosting study tours and masterclasses, and seconding staff to C40 centrally or to other cities. Innovator Cities have a long history of providing this kind of support. C40 will also continue to enable this through logistical support and additional financial resources were necessary.



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# 4. Funding the Business Plan

This Business Plan sets out the services that are necessary for C40 to provide in order to support its member cities to meet C40's Leadership Standards. Full delivery of this Business Plan will require a considerable increase in funding compared with our budget for 2021. This was also the case with our previous four-year Business Plan, which aimed for and achieved a step-change in the impact and scale of C40's work. In the intervening period the climate crisis has worsened, while the leadership of C40 mayors has demonstrably increased, and so it is both necessary and opportune for C40 to aim to expand its impact further.

C40 has planned for expenditure of around US\$39m in 2021, which will be set out in our budget for 2021, approved by the C40 Board. Our offering to member cities will be further enhanced by pro-bono support and services that we deliver through partnerships; for example, the C40 Cities Finance Facility co-delivered with GIZ.<sup>1</sup>

C40 is grateful for the generous support of our core funders, Bloomberg Philanthropies, Children's Investment Fund Foundation (CIFF) and Realdania who will provide significant operating funding during the course of the Business Plan, supplemented by additional operating funding from the Danish Ministry of Foreign Affairs and the Oak Foundation. Over the 2021 - 2024 Business Plan period, C40 may seek additional unrestricted funding. If we undertake a large-scale Mayors Summit, we will look to secure additional funds for C40's work through sponsors of the event. C40 thanks the cities which have supported our work directly through seconded staff, including Chennai, Copenhagen, London and Rotterdam. We are also indebted to the many cities which have provided office space: Athens, Beijing, Copenhagen, Johannesburg, Los Angeles, Madrid, Milan, Paris, Rio de Janeiro, Rotterdam and San Francisco. In addition, Oslo's direct provision of funds for the Clean Construction Forum and mainstreaming activities is greatly appreciated.

This Business Plan sets out an aspiration for a considerable development of support to C40 member cities between now and the end of 2024, particularly through enhancement of our regional efforts. It is estimated that to provide all of the services set out in the plan will require annual resources of around US\$100m by 2024, delivered through C40 or partner programmes. C40's donor pool has grown significantly over the past five years, as has our stature as a climate leadership organization. C40 has established a strong track record as a partner worth investment. C40 manages funds effectively and delivers on the objectives intended through partnerships which range from US\$200,000 research projects to multi-million-dollar government grants. C40 has demonstrated that we work effectively with funders across sectors and regions, evidenced by the consistent pattern of those who invite C40 to apply for continued funding. We have seen a significant increase in the funds we manage over the last Business Plan period. Our revenue at the beginning of our previous Business Plan stood at US\$21.0m in 2016; the latest audited figures show our revenue was US\$32.3m in 2019. These figures include in-kind income.

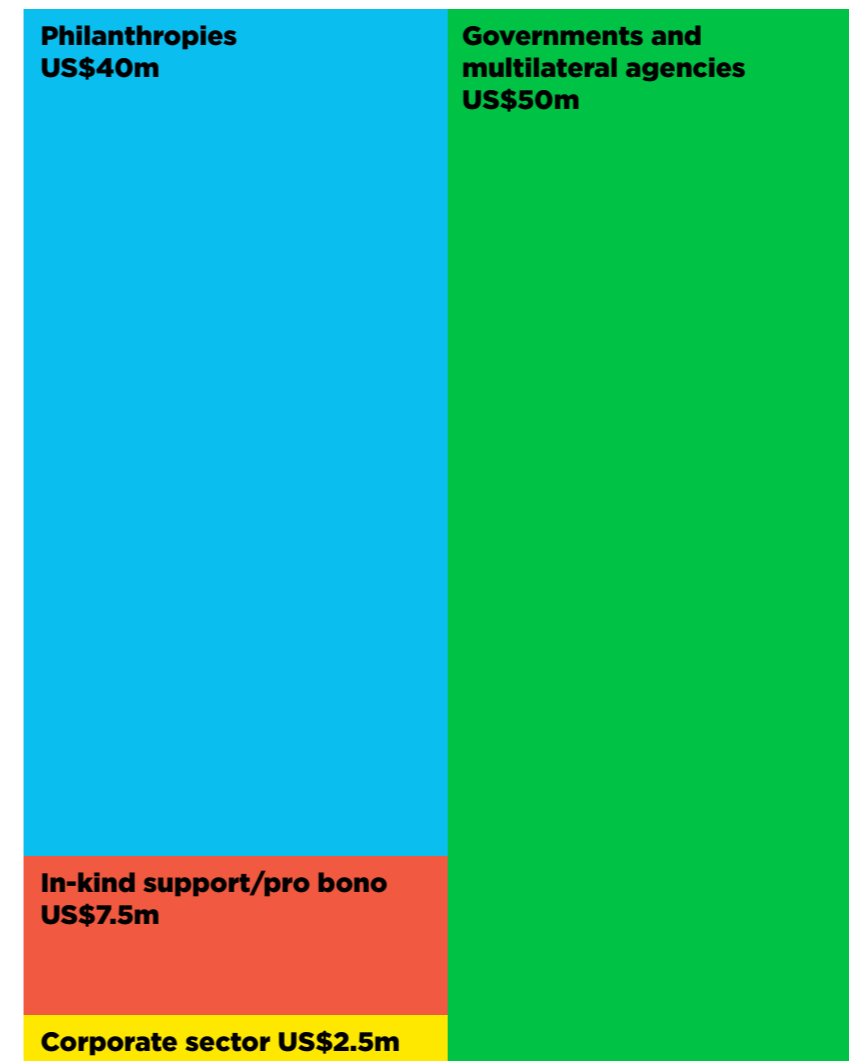
C40 will build on existing relationships for continued support and will work within our group of stakeholders to connect with new funding partners closely aligned to our organizational goals. During the timeframe of the C40 Business Plan 2021 - 2024, C40 will secure new restricted funding from current and new partners. We will seek funding for programmes to be managed directly by C40, but also for programmes where C40 is a partner and may not manage the funds. This includes the C40 Cities Finance Facility, which we expect to grow, and would likely continue to be funded primarily by government and multilateral agencies. In 2020, it managed around US\$20 million in funds from the British, German and American governments, and CIFF.<sup>2</sup>

Our fundraising goal will be achieved through support from the following categories of funders:

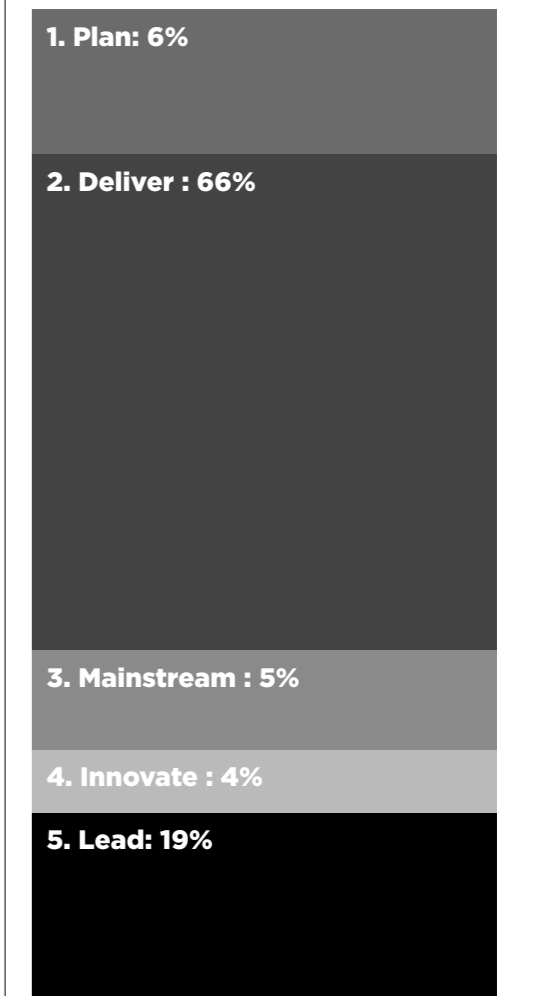
- Governments and multilateral agencies: C40's prospect list includes 15 governmental and multilateral agencies from whom we anticipate securing support. This category includes entities that hold addressing the climate crisis as a priority of their Official Development Assistance strategy, and a positive record of engagement in regions where C40 cities are located.

- Philanthropies: C40 will secure grant funding to support priorities across the aims of the Business Plan.
- Corporate sector: C40 will continue to work with existing corporate partners, with a regular review of strategic alignment, and will pursue limited engagement with select new partners.

## Illustrative example of annual funding sources to C40 and partner programmes in 2024



## Estimated allocation of funds against Leadership Standards to deliver the Business Plan 2021 - 2024



<sup>1</sup> Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

<sup>2</sup> German Federal Ministry for Economic Cooperation and Development (BMZ), UK Department for Business, Energy & Industrial Strategy (BEIS), United States Agency for International Development (USAID)



## 5. Measuring Success

**As cities scale up their climate action to deliver their climate action plan targets, C40 will likewise increase its focus on supporting member cities to monitor, evaluate and report their progress.**

This will be critical for helping cities identify the most effective interventions being implemented by their fellow members. It will also be essential for helping to showcase C40 city efforts to support the Paris Agreement ambition, and help inspire other cities and partners to join them. Now, more than ever, C40 needs to maintain its data-driven approach.

**In this Business Plan, with every C40 city having completed a robust climate action plan, we will shift to monitoring delivery against those plans.**

Through a targeted approach, we will also collect data on progress that signatory cities make in delivering C40 Declarations, as well as outcomes achieved in the Regional Sectoral Programmes. This will allow us to provide evidence-based and persuasive accounts about how they are directly reducing emissions, improving resilience and delivering multiple benefits like better air quality and more jobs. C40's Annual Report will be our main publication to capture results, but we will also be communicating regularly throughout the year through the Knowledge Hub and other media and social media channels.

**C40 has been guided by the Steering Committee to ensure members are held accountable to the stringent Leadership Standards, but without increasing the sizeable existing requirements for reporting.** C40 staff have conducted a comprehensive review of the data collection requests conducted by C40 both through partners, such as the CDP Questionnaire, and through internal channels. C40 has committed to reducing these requests down to the most important priorities and reducing the overall burden. Reporting requirements are clarified in the Leadership Standards and the detailed guidance document which accompanies them.

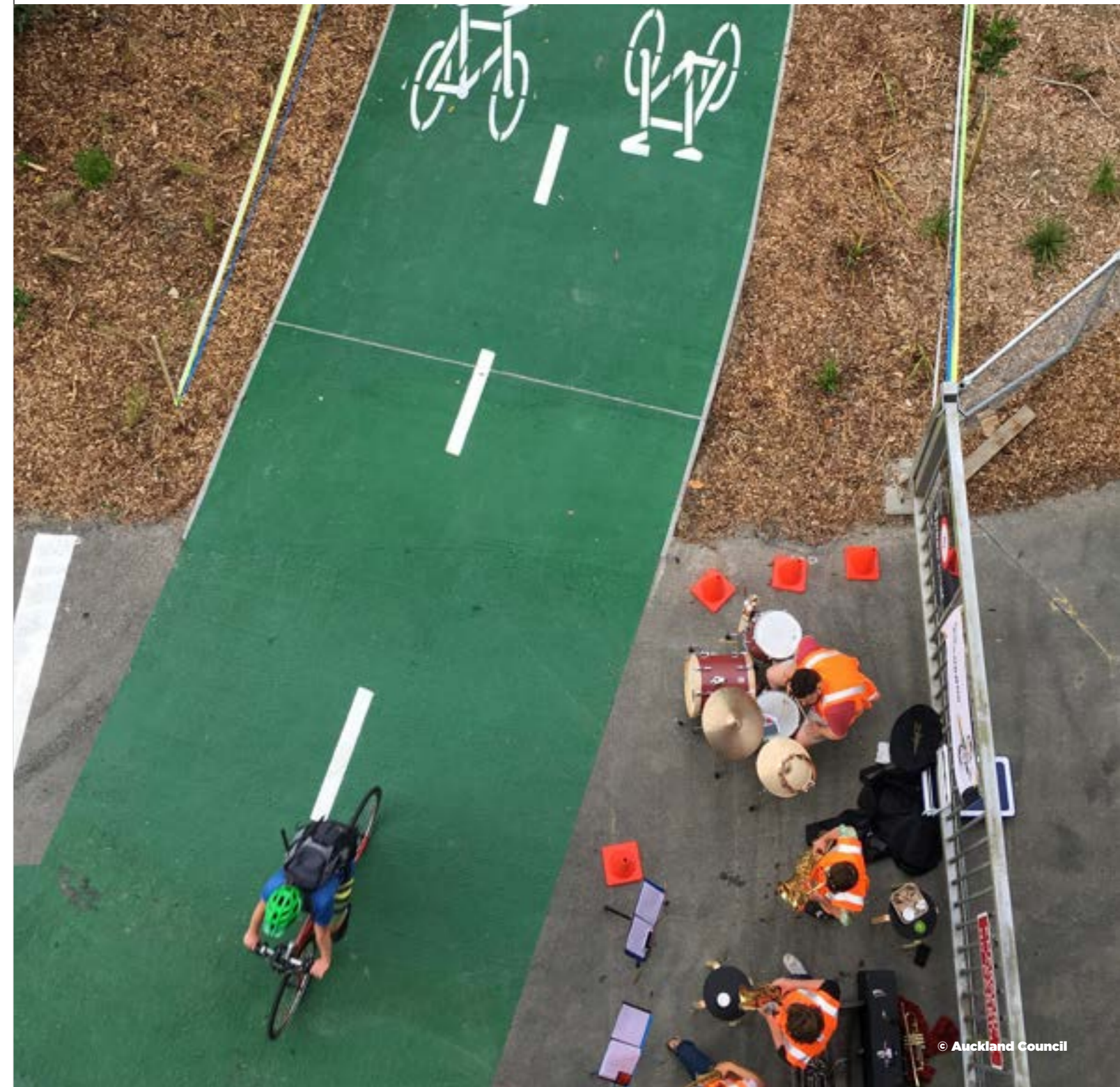
**Being “city led” is one of our core values, and the city view is an important source of data which we will build on in this Business Plan.** In addition to the City Satisfaction Survey, we will strengthen our mechanisms for bringing the city perspective into the design of our services, whether from city officials or via our frontline staff. City feedback on programmes and performance will be central to our evaluation of services. We will cross-reference city feedback with city status updates on their climate action plans. This will enable us to evaluate progress across the membership and identify areas of success and challenge, and what services would be most valuable to members each year.

**We will also monitor the performance of C40's management and professional staff with transparency and accountability.** In particular, C40 is committed to build an organization that promotes inclusion and equality, and is more effectively anti-racist, in line with our commitment to inclusive climate action. Some key priorities will be to monitor how we are ensuring that our services are tailored to the needs of our cities, in both the Global North and Global South. In addition to surveying cities, this will include tracking data such as translation and interpretation activities, and ODA spend. We will also be tracking how diverse and inclusive C40 is as a workplace, especially regarding the representation of people of colour and staff from the Global South. We will report to the Board and Steering Committee on key performance indicators for our progress.

**We will be using this Business Plan to raise the bar even further on the quality and innovation of our data analysis.** We will support cities to strengthen and expand existing mitigation datasets relating to emissions from transport, buildings and waste. In particular, we will look at how new technologies and partnerships could increase city access to data. The increased focus of this new Business Plan on climate resilience also highlights the critical need that cities have

for accessing spatial data in order to develop and monitor robust adaptation interventions. Another important development in this Business Plan is the focus on measuring improvements in equity and quality of life, which are complex areas where data is still developing. We will support cities to increase their understanding of the needs of different communities and use this to inform the design and evaluation of climate actions. We will help them to calculate the benefits of climate actions, ranging from air quality to jobs, and analyse the distribution of these benefits. C40

will provide cities with best practice, toolkits and training to help cities collect this data and use it to deliver good policies. We will track how many cities are collecting and using such data, and this will be a key metric of success. Our Data Management Strategy sets out further detail.





# C40 Performance Indicators

## Leadership Standards

### Plan

Each city has adopted a resilient and inclusive climate action plan aligned with the 1.5°C ambition of the Paris Agreement, and updates it regularly

### Deliver

In 2024, each city remains on track to deliver its climate action plan, contributing to increased resilience, equitable outcomes and halving C40's overall emissions by 2030

### Mainstream

City uses the necessary financial, regulatory and other tools at their disposal to address the climate crisis and mainstreams their inclusive climate targets into the most impactful city decision-making processes

### Innovate

City innovates and starts taking inclusive action to address emissions and climate risk beyond the direct control of the city government, such as associated with goods & services consumed in their city.

### Lead

Mayor and the city demonstrate global climate leadership and inspire others to act in support of the Paris Agreement.

## Outcome Indicators

- All C40 cities have a climate action plan, reviewed as compatible with the C40 Framework

- All C40 cities have a GHG inventory reported at least every 2 years (based on data no older than 3 years)

- All C40 cities have a Climate Risk Assessment reviewed at least every 5 years in place.

- # high-impact emissions reduction actions implemented in C40 cities in each region

- # of high-impact resilience actions implemented by C40 cities in each region

- # C40 cities evaluating inclusion and equity in the design, implementation or monitoring of their climate actions

- All C40 cities have targets and goals of city's climate action plan integrated into city decision-making and planning processes and/or investment plans

- # high-impact consumption emissions reduction actions implemented in C40 cities

- # pilot programs approved by Steering Committee to become a mainstream program

- # non-C40 cities committed to science-based targets consistent with constraining temperature rise to 1.5°C in line with the Paris Agreement

- # non-C40 cities that delivered resilient and inclusive climate action plans compatible with the 1.5°C ambition of the Paris Agreement

- # national and regional governments, public banks and funds, international institutions and businesses develop policy, programmes and projects to support cities in delivering the Paris Agreement

## Impact Indicators

- Absolute city-wide GHG Emissions in C40 cities (tCO2e)

- Average annual per capita Emissions in C40 cities (tCO2e/capita/year)

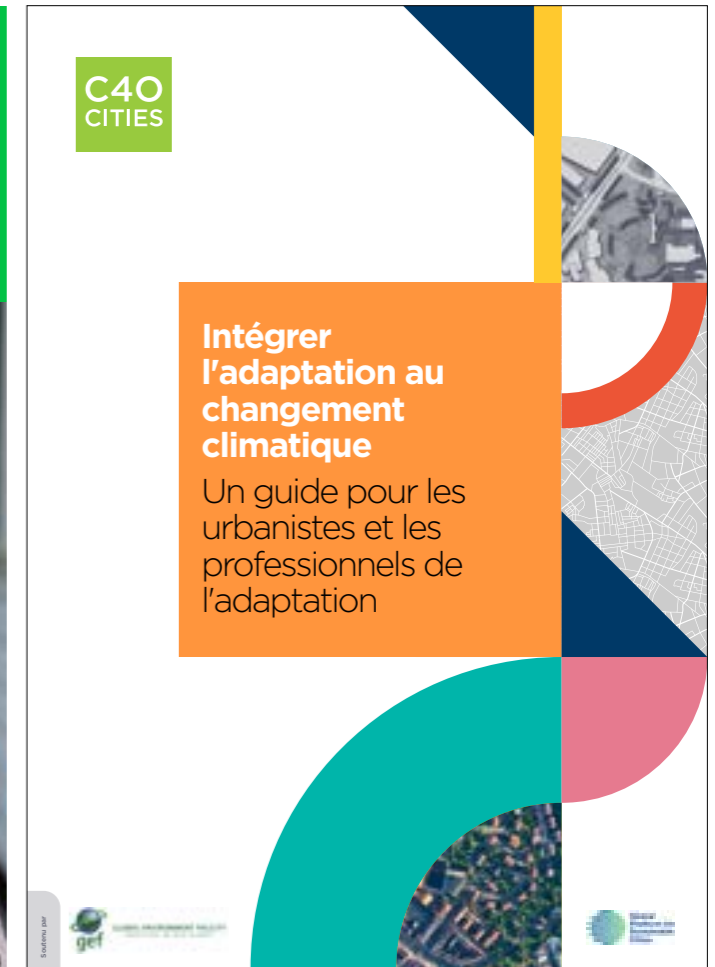
- # of C40 city residents enjoying improved air quality (PM 2.5µg/m3)

- # jobs created from climate actions in C40 cities (pilot)

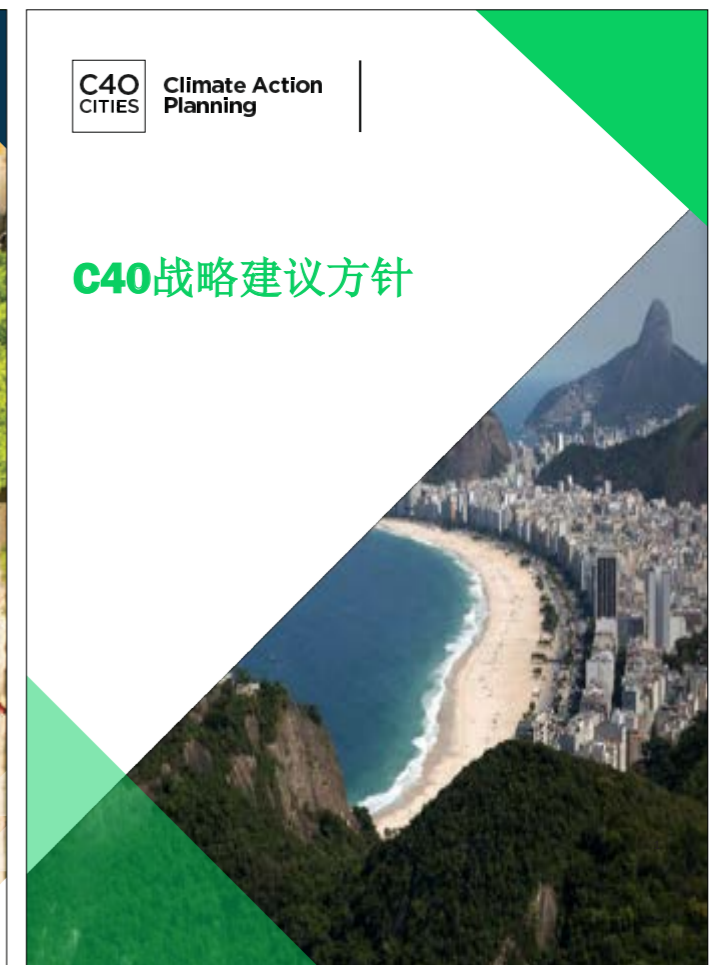
- % of population safeguarded against climate impacts in C40 cities (pilot)

- % of population represented by # new non-C40 cities committed

- % global GHG emissions represented by # new non-C40 cities committed



## Example C40 resources 2017-2020





# Annex: Business Plan 2017-2020

## Achievements

The key target of the 2017-2020 Business Plan was that “by the end of 2020 every C40 member city will have a comprehensive, measurable climate action plan in place to deliver low-carbon resilient development that is consistent with the 1.5°C target of the Paris Agreement”. Progress against the five goals of our previous Business Plan are set out below and demonstrates the success of the C40 model.

Overall, 30 C40 cities have already recorded falling emissions for at least five consecutive years – reducing emissions by 22% on average. In total 53 C40 cities will have peaked emissions by end of 2020. This is in contrast to the global trend which is the opposite – despite the brief impact of COVID-19, emissions are rising.

### i. Engage Mayoral Leadership:

- C40 mayoral commitment: 85 C40 mayors have committed to develop resilient and inclusive climate action plans aligned with the 1.5°C ambition of the Paris Agreement.
- Non-C40 mayoral commitment: 36 non-C40 mayors have committed to develop resilient and inclusive climate action plans aligned with the 1.5°C ambition of the Paris Agreement.
- Declarations: 7 action-oriented 2030 Declarations and an Equity Pledge have engaged 59 mayors, increasing ambition and action to cut emissions, by focusing on priority areas where mayoral action can shift global markets by 2030.

### ii. Support Cities to Prepare Robust Climate Inventories, Targets and Plans:

- On the ground support: 28 city advisors employed by C40 have provided dedicated support to member cities to produce and deliver robust inventories, targets and climate action plans
- Inventories: 215 GPC compliant GHG inventories have been completed by 80 C40 cities. A further 7 C40 cities are engaged in the process of developing a GPC inventory or converting a non-GPC inventory into a GPC format.

- Plans: 56 C40 cities are expected to develop an inclusive climate action plan addressing both mitigation and adaptation aligned with the 1.5°C ambition of the Paris Agreement by the end of 2020, and a further 18 are on track to deliver in early 2021. This is despite the disruptive impact of the COVID emergency.

### iii. Accelerate Action Through Peer to Peer Exchange and Direct Action:

- Over 7,500 city government officials have participated in C40’s 17 Networks to facilitate knowledge sharing on policy design and implementation.
- C40’s Adaptation Academy provided training to 23 cities’ cross-departmental city cohorts on climate hazards, risk assessments and adaptation, complemented by an online C40 toolbox of resources for assessing climate risks.
- The Inclusive Climate Action Webinar Series has given cities and partners the opportunity to share learnings on efforts to advance the delivery of climate action through an inclusive engagement and planning process that results in more equitable outcomes for all. The series attracted over 450 individuals representing 43 C40 cities.
- The C40 Knowledge Hub, launched in October 2019, has greatly increased C40’s ability to share best-practice within and outside of the network, with content geared specifically towards mayors and city officials, using expertly curated background material through AI-driven peer-to-peer connection. Since its launch, the Knowledge Hub has had over 241,000-page views and has added 880 registered users and 500 newsletter subscribers.

### iv. Remove Barriers to Action:

- Finance: The C40 Cities Finance Facility supports both C40 and non-C40 cities in the global south in the preparation of projects to reduce emissions and strengthen resilience worth US\$650 million. These finance-ready projects disseminate knowledge in the mobility, energy and adaptation sectors.
- Finance: The Financing Sustainable Cities Initiative (FSCI) has supported two thirds of C40’s member cities to accelerate and scale up investment in sustainable urban solutions.
- Business engagement: The City Solutions Platform helped 5 cities to co-create innovative solutions with contributions from around 300 business, NGOs, civil society and academia representatives.
- Business Engagement: The Reinventing Cities Competition supported 10 cities to select 20 winning projects for carbon neutral and resilient redevelopment by the private sector, and catalysed engagement with 1,200+ companies.
- Data: The Empowering Cities with Data Programme is expected to help 10 C40 global South cities with the collection of data to empower them to make data-driven decisions in high-impact areas.
- Data: The Benefits Programme produced a methodology and toolkit to quantify the air quality, health and economic benefits of potential high-impact actions in the transport, buildings and energy sectors, resulting in a potential GHG reduction of 3.5MtCO<sub>2</sub>e and a sizable improvement in air quality to 74 million citizens across the 25 participating cities.

### v. Thought Leadership and Agenda Setting

- The C40 World Mayors Summit took place in Copenhagen in 2019 and was the largest and most successful C40 event to date. More than 75 leading mayors, business leaders, youth activists, philanthropists, campaigners, scientists and around 21,000 citizens attended to commit to more ambitious climate action and showcase the innovative solutions that are creating healthier, more liveable and resilient communities. Led by #TheFutureWeWant campaign, C40 experienced the strongest media coverage of an event to date and over 1 billion social media impressions.
- The Global Green New Deal was launched at the 2019 Summit, setting the direction for then C40 Chair-Elect, Eric Garcetti, Mayor of Los Angeles. This broad global coalition has put the world on a path to tackle the climate crisis, while delivering environmental justice by putting inclusive climate action at the centre of urban decision-making.
- At COP25 in 2019, the Climate Ambition Alliance was launched by UNFCCC, UK, Chile and the High-Level Partners, with C40 as the main city partner for mobilising nonstate actors.
- Since January 2017, C40 has organized 12 global events as well as multiple regional events, including the C40 World Mayors Summit, Finance Forums, Women4Climate conferences, the C40 China Regional Forum and the Global Climate Action Summit, which were attended in total by 6,130 participants and engaged hundreds of thousands more people online.
- C40 has seen a drastic growth in its social media followers. Currently C40 has 102.2k Twitter followers, 34.2k on Facebook, 29k on Instagram and 41.8k on LinkedIn, averaging a 514% increase in followers across all platforms since 2017.







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