

C40 Annual Report 2020

C40
CITIES

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Cover page art: the 'green & just future we want'
by Erindwi Azmi, Indonesian illustrator

1. Reflections on 2020

2020 presented unprecedented challenges for cities, countries, and communities all around the world. A global pandemic, the deepest recession since before the Second World War, a reckoning with racial injustice: all these crises crossed borders, reached into our homes and upended our lives - and all were compounded by the impacts of a climate emergency.

While so many stayed safer at home, donned masks, socially distanced, and avoided gatherings, the effects of climate change were never far from our door. Devastating wildfires, severe droughts, intensifying hurricanes and typhoons posed an ever-growing threat to our health, well-being and safety. At the same time, the pandemic revealed stark systemic inequalities, exposed the fragility of our economic, political, and social systems, and reinforced the urgent need to protect and restore the natural world around us.

Yet even as COVID-19 engulfed our reality, it opened our eyes to something else too: how quickly things can change in a crisis, and how rapidly society can respond when we trust the science and act together. We have learnt, without a doubt, that we do not have to accept the way things are; we have the power to reimagine our futures and build the world we wish to see.

From day one, mayors from the world's leading cities have been on the frontlines of the response to this crisis. Yet we also never lost sight of what our post-pandemic world could, and should, look like. That is what the Green and Just Recovery Agenda is all about: a group of C40 mayors outlining a plan to 'build back better' and support our communities in the wake of COVID-19. The Agenda lays out a vision of equitable climate action and a blueprint for saving lives, strengthening our collective resilience and improving quality of life by tackling our climate and health emergencies.

The world has never needed transformative change as much as it does now. Science tells us that we must cut emissions in half by 2030 if we want to avoid runaway climate change. Nothing short of drastic action on a global scale is needed this decade, and thanks to the political will shown in cities across the world, such a shift has never seemed more possible.

The pandemic has not impacted our climate ambition. In 2020, our mayors formally adopted the requirement that all C40 cities demonstrate progress toward a 1.5°C action plan while increasing resilience and equitable outcomes in order to stay in the organisation. Even as mayors have directed so much time, energy and attention to defeating the immediate threat to our residents' health and well-being, we have doubled down on our climate commitments. We have recognised that now more than ever is the time to stay on track to reach our climate objectives, and accelerate where necessary. At the end of 2020, C40 launched the "Cities Race to Zero" campaign alongside committed partners, which looks to enlist 1,000 cities to sign up to our target commitments as part of the multi-stakeholder Race to Zero initiative of the High-Level Climate Champions. In the run up to the UN Climate Change Conference (COP26) in late 2021, Cities Race to Zero will be the biggest climate action pledge ever made by any group of governments.

We will maintain momentum in 2021 as we work with cities worldwide to implement a Global Green New Deal, our collective response to this era of compounding and intersecting crises. It will create momentum and a broad coalition - political leaders, investors, businesses, labour unions, youth movements, civil society and communities most impacted by the climate crisis - all dedicated to cutting global emissions in half by 2030; fixing systemic inequities that put a disproportionate climate burden on under-served communities; and securing a just transition away from fossil fuels and towards an economy powered by renewable energy.

C40's aim will not change: we are focused on advancing the best interests and aspirations of our mayors and residents around the world. We will never shy away from the big issues - diving into important discussions and major challenges the way we did on racial equity in 2020. This was led by members of the Steering Committee and an internal staff working group producing our 'Racial Equity & Inclusion Report.' No matter what we do, we will remain committed to staff diversity, serving member cities in both the Global South and Global North, and being an organisation that promotes inclusion, equity, and equal opportunities in all areas of our work.

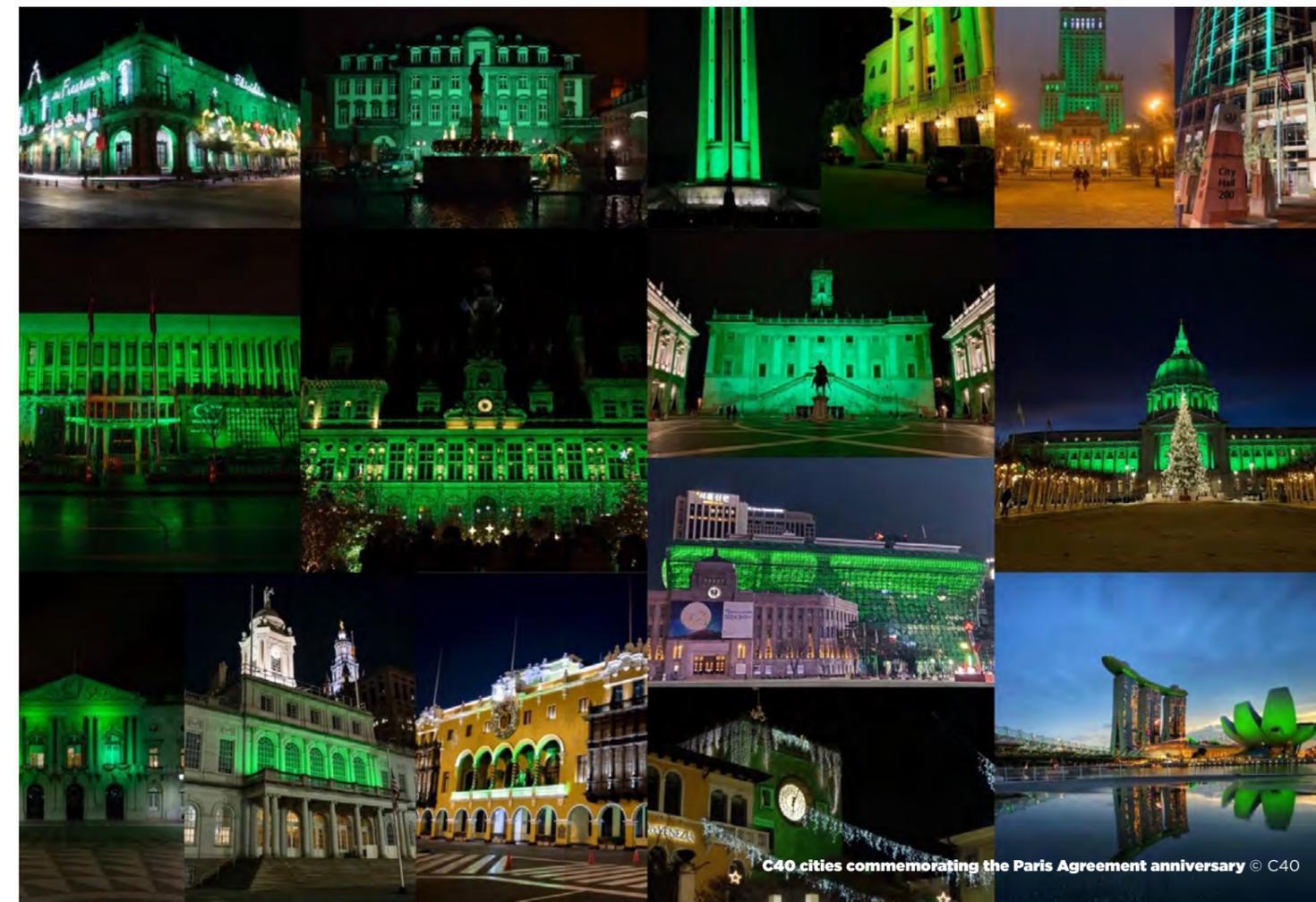
This promise is central to a comprehensive answer to the climate crisis. By reflecting our cities better, we will serve them better too.



Eric Garcetti
Mayor of Los Angeles
Chair of C40 Cities



Mark Watts
C40 Executive Director



C40 cities commemorating the Paris Agreement anniversary © C40

2. About C40

Our mission

C40's mission is to halve the collective carbon emissions of our member cities within a decade, while improving resilience and equity and creating the conditions for everyone, everywhere to thrive.

The climate crisis, compounded by the COVID-19 pandemic, requires an unprecedented global response. C40 is a network of nearly 100 mayors of the world's largest and most influential cities who are leading on delivering the urgent and most ambitious action needed right now to help limit global heating to 1.5°C and build healthy, equitable and resilient communities.

Through a Global Green New Deal, mayors are working alongside a coalition of representatives from labour, business, youth climate movements and civil society to go further and faster than ever before.

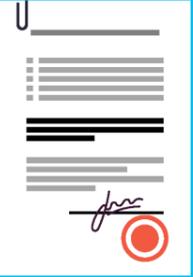
The current Chair of C40 is Mayor of Los Angeles Eric Garcetti; and three-term Mayor of New York City Michael R. Bloomberg serves as President of the Board. C40's work is made possible by our three strategic funders: Bloomberg Philanthropies, Children's Investment Fund Foundation (CIFF), and Realdania.

Membership requirements

C40 member cities earn their membership through action. C40's most distinguishing feature is that it operates on performance-based requirements. Approved by C40's Steering Committee of mayors, they set the minimum membership criteria and ensure the integrity of C40 as a network of climate leaders. Member cities have to meet these requirements, or leave C40. This, together with working within a peer group of world-leading cities taking ambitious and innovative climate action, creates positive competition, encouraging C40 cities to go even further in their efforts to tackle the climate crisis. From 2021, C40 Steering Committee is further strengthening our membership standards, as new C40 Leadership Standards.

Regional approach

While C40's greatest strength is its ability to unite the world's leading mayors around climate action, we are equally guided by city demand for more in-depth support and tailoring of C40 services. We deliver some of our support through regionally-specific programmes, and intend to increase this in the future. This is also supported by leadership of regional Vice-Chairs, who unite and amplify regional mayoral voices. C40 focuses on supporting cities in the Global South through capacity-building assistance to deliver rapid, high-impact climate mitigation and adaptation actions, while our primary focus in the Global North is on supporting cities in exchanging best practice and working with partners to pilot new climate solutions.

<p>nearly 100 world leading cities</p> <p>27% of global economy</p> <p>800 million + people</p> <p>50/50 split of Global South and North membership</p>	<p>Commit and Plan</p>  <p>88 C40 cities committed to climate action in line with the 1.5°C ambition of the Paris Agreement and contributing to increased resilience and equitable outcomes</p>	<p>Accelerate Transformational Action</p>  <p>75+ C40 and other world leading cities and regions committed to one or more C40 market-shifting declarations</p>	<p>Go Together</p>  <p>7,500+ city officials collaborating through C40 networks</p>	<p>Inspire Others</p>  <p>1,000 cities to share our bold vision to sign on in the lead up to the UN Climate Change Conference (COP26) at the end of 2021</p>	<p>Shift Markets</p>  <p>US\$650 million worth of emissions reduction and climate resilience projects in Global South cities supported by the C40 Cities Finance Facility</p>
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Accelerating action through collaboration and competition

C40's aim is to identify world's climate best practice in pioneering cities and rapidly replicate it all around the world.

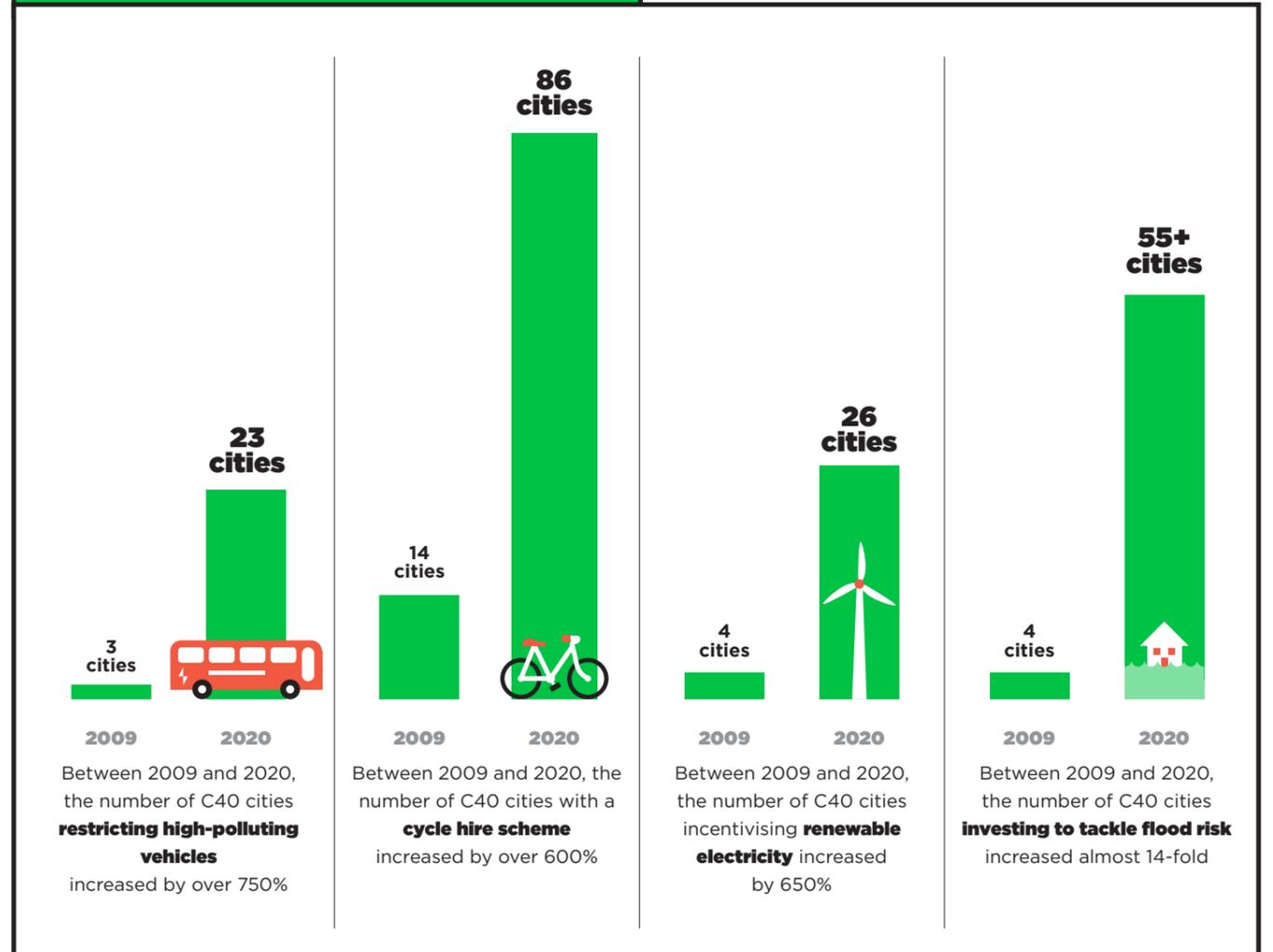
City-to-city sharing is the basis on which C40 was founded and it continues to be at the heart of our model and theory of change: collaboration moves cities farther, faster. Mayors and city officials understand that by working together they can get free expert advice on what did and did not work, then leapfrog their peers, and figure out how best to implement ambitious and effective climate solutions. C40 networks bring together officials from different cities who are working on a similar climate action and have a shared purpose.

Receiving free and frank peer-to-peer city advice on the best climate solutions benefits individual cities in so many ways: cutting costs, preventing mistakes and building capacity to deliver climate action. Positive peer pressure also drives accelerated and scaled-up action. Once one city delivers a higher ambition policy, it sets a new standard for all cities.



Peer-to-peer workshop © C40

Impact of city to city sharing Examples of scaling action globally



<p>Shared purpose</p>	<p>High level of trust</p>
<p>Dynamic and demand-driven</p>	<p>All members actively contributing</p>

While the circumstances in each city are different, they are made up of elements that are similar to those of other cities. These unique combinations of universal elements enable cities to learn from one another, even when their contexts are diverse.

When working to increase cycling, for example, cities from Hangzhou to Barcelona will all need to contend with taking road space from cars, determining how to prioritise cycle lane expansion, evaluating the best model for bike share schemes and learning how to integrate cycling with other transport systems.



© C40

C40 Mayors Rise to the Challenge: COVID-19

Since the onset of the COVID-19 pandemic, C40 supported member cities in their response and recovery.



In **March 2020**, the C40 Chair and Mayor of Los Angeles Eric Garcetti convened a **virtual meeting of 45 mayors** and senior city leaders, representing 360 million people across 31 countries, to share experiences on how to **save lives and protect livelihoods** during the COVID-19 pandemic.

The **C40 peer-sharing networks were quickly repurposed to enable rapid exchange of lessons learned and even direct support between cities**, like personal protective equipment. For example, the Food Systems network normally focuses on city policies for healthy and low carbon food in places like schools. It quickly pivoted to helping cities share lessons on distributing sustainable food packages to the most vulnerable. The **C40 Knowledge Hub** has played a key role in active sharing of innovative approaches across C40 cities and beyond. Its COVID-19 Portal and associated articles were viewed more than 65,000 times.



In **April 2020**, C40 mayors united to launch the **Global Mayors COVID-19 Recovery Task Force**, to rebuild our cities and economies in a way that improves public health, reduces inequality and addresses the climate crisis. The Task Force released a set of **governing Principles for a Green and Just Recovery** from the pandemic, outlining that recovery should not be a return to 'business-as-usual' - because that is a world on track for 3°C or more of over-heating - and that the recovery must address issues of equity.



In **July 2020**, while C40 was supporting cities in their battle against the pandemic outbreaks, the Mayoral Task Force started advocating for a **Green and Just Recovery Agenda**. It calls on national and regional governments, central banks and international finance institutions to support cities in their efforts by ensuring recovery and stimulus packages support a fair and sustainable transition.

C40 networks continued to serve the needs of cities, helping them plan for a green and just recovery. The **air quality** and **transport** networks helped cities such as Bogotá, New York and Madrid open up over 220km of bike lanes. The **building** networks advised cities on how to generate jobs quickly through building retrofits. The **food and waste** networks helped highlight how cities like New Delhi provided for vulnerable residents and protected key workers across public services. The **land use planning** network turned its attention to identifying sites for virus testing and to repurposing buildings as hospitals and homeless shelters, led by Chicago and Rio de Janeiro.



In **October 2020**, the **Case for a Green and Just Recovery report**, commissioned by the Mayoral Task Force, provided decision-makers with more information on how stimulus packages may affect cities. It compared how urban greenhouse gas emissions, health and jobs could fare under a green and just recovery compared to a return to a scenario, where the world opts to spend stimulus funding on a high-carbon recovery (see main findings opposite).

In **December 2020**, C40 mayors approved new C40 membership requirements for the next four years, including the responsibility for cities to help one another in times of crisis when such help is requested.



The case for a green and just recovery

The C40 Global Mayors COVID-19 Recovery Task Force advocates for a post-COVID stimulus that supports a green and just recovery - one that is consistent with limiting global heating to below 1.5°C while reducing urban air pollution and supporting job creation.

C40 research released in October 2020 found that green and just recovery, especially an accelerated one, could:

**-30%
air pollution
by 2030**

reduce air pollution by almost 30% between 2020-2030 compared to a return to business-as-usual, preventing over 270,000 premature deaths in C40 cities.

**+50
million
sustainable
jobs
by 2025**

create over 50 million sustainable jobs by 2025 across C40 cities - over a third more than from investing the same into a high-carbon recovery.

**\$1.4
billion
savings in
health costs
by 2030**

deliver over \$1.4 billion savings in health costs resulting from reduced hospital admissions on respiratory and cardiovascular diseases, and wider economic benefits of over \$275 billion over the next 10 years from the value of premature deaths averted.

3. C40 Mayors Lead the Future We Want

C40 cities set the global standard on planning for a 1.5°C-aligned, resilient and inclusive future. They recognised early on that 2°C is too dangerous for humanity's future. In 2016, two years before the landmark IPCC Special Report, the C40 Steering Committee of mayors advocated for keeping global heating to 1.5°C, while increasing climate resilience and equitable outcomes. A year later, C40 launched its flagship **Climate Action Planning Programme**, starting with a pilot of eight cities to turn the vision into a reality. In 2017, the first of these action plans was reviewed by C40 and confirmed as compatible with the Paris Agreement ambition, setting the global 1.5°C climate planning standard for cities.

By 2020, 88 C40 cities committed to the same level of ambition, representing nearly twice the population of the United States. They have developed or are finalising their ambitious action plans thanks to different levels of C40 assistance, generously supported by the governments of Germany, the United Kingdom and Denmark, and C40's strategic funders. These 1.5°C aligned city action plans will **protect residents, create jobs, address inequalities and tackle the global climate crisis**. No other political grouping has matched this level of ambition or published such transparent plans.



54 cities are on track to help keep global heating below 1.5°C and tackle the climate crisis through inclusive action



C40 climate planning sets a global standard

- Inspired by the C40 Climate Action Planning Programme, C40, CONCITO and Realdania launched **DK2020**: a pilot supporting 20 Danish municipalities in developing climate action plans using the C40 framework and tools. In 2020, with support of KL Local Government Denmark and the Danish Regions, the programme opened to all Danish municipalities. It now involves 65 of them and the first 14 climate action plans have been developed. DK2020 has a great potential to inspire similar projects in other countries.
- The **UK100** network launched its Net Zero pledge at the end of 2020, emulating the 1.5°C ambition of the C40 climate planning approach.
- Recognising the need to provide standardised guidance on ambitious climate action planning in cities, the **Science Based Targets Network**, working through its partners, undertook a review of methodologies and selected C40 approach as one of the 3 methodologies to set science-based climate targets for cities.

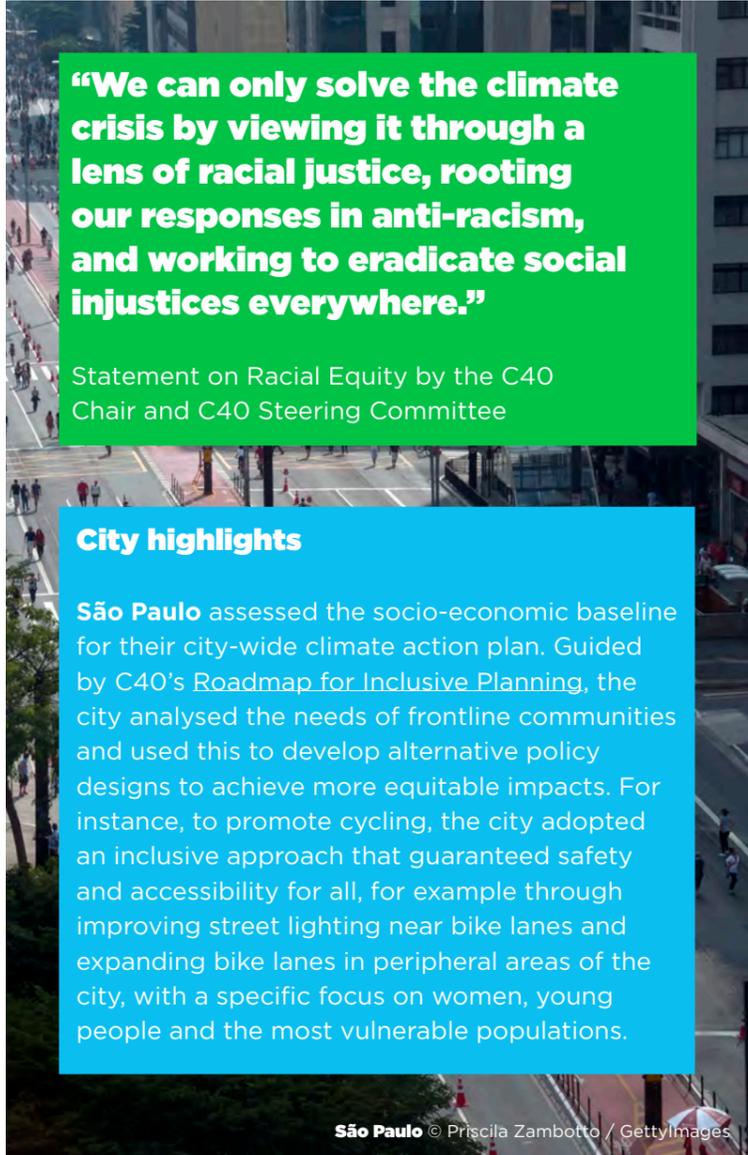
Inclusive climate action

Delivering on the goals of the Paris Agreement presents a unique opportunity to create a more inclusive urban society. C40 supports mayors to put equity and inclusion at the heart of climate policies and municipal decision-making. We help mayors engage with a wide range of stakeholders, including historically marginalised groups, through an inclusive process; assist them to design and deliver policy with fairness and accessibility at heart; and provide tools to equitably distribute the **wider benefits** of climate action. For example, this can be achieved by air quality improvements in low-income districts, the creation of new jobs for women and youth, and access to sustainable transportation in city peripheries.

Planning for a climate safe world

Through the Adaptation Academy in Rotterdam, C40 offers a regular flagship training programme for cities to develop robust, integrated and inclusive adaptation plans. The masterclasses equip participants with technical knowledge on delivering the climate action planning process: risk assessment, strategy development, implementation & mainstreaming, as well as monitoring and evaluation.

In 2020, over 80 delegates from **Chengdu, Fuzhou, Kuala Lumpur, Nanjing, Philadelphia, Qingdao, Quezon City, Shenzhen** and **Wuhan** participated in virtual or in-person masterclasses that enabled them to translate climate risk assessments into useful sets of adaptation actions, as well as measure their impact and climate-proofing ambitious actions across different sectors.



“We can only solve the climate crisis by viewing it through a lens of racial justice, rooting our responses in anti-racism, and working to eradicate social injustices everywhere.”

Statement on Racial Equity by the C40 Chair and C40 Steering Committee

City highlights

São Paulo assessed the socio-economic baseline for their city-wide climate action plan. Guided by C40's Roadmap for Inclusive Planning, the city analysed the needs of frontline communities and used this to develop alternative policy designs to achieve more equitable impacts. For instance, to promote cycling, the city adopted an inclusive approach that guaranteed safety and accessibility for all, for example through improving street lighting near bike lanes and expanding bike lanes in peripheral areas of the city, with a specific focus on women, young people and the most vulnerable populations.

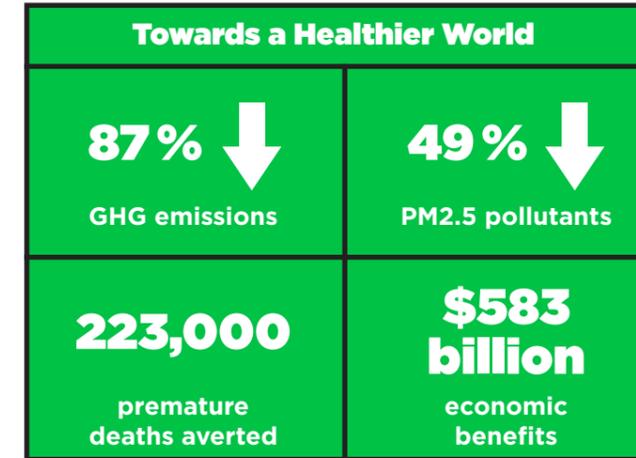
Data-driven emission reductions and better livelihoods

Thanks to robust city inventories developed following the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC) and regular data reporting as a membership condition, C40 cities can track their joint progress. Reliable and frequent inventories enable cities to compare, learn from and share best practices with other cities and provide greater confidence for decision-makers and investors. Over 250 GPC inventories have been completed by cities with C40 support over 2016-2020. *You can't manage what you don't measure!*

Clean air and liveable communities

Long-term exposure to air pollution in cities increases the chance of premature death, cancer, and lung and heart conditions. It also raises the health threat from viruses such as COVID-19. The people most at risk are young children, the elderly and people with pre-existing health conditions. In many cities, low-income neighbourhoods have worse pollution. C40 Clean Air Declaration and Networks support cities to measure and improve air quality and reduce health impacts. In 2020, C40 research Toward a Healthier World identified priority urban actions that can tackle both climate

change and air pollution across 30 cities. These actions span clean transport, buildings and industry, and shifting to low-carbon electricity grid. If taken up by C40 cities, these could result in an 87% reduction in GHG emissions, a 49% reduction in PM2.5 levels, 223,000 premature deaths averted and up to US\$583 billion in economic benefits.



City highlights

Evidence-based greenhouse gas emission inventories and roadmaps are a key tool for turning a science-based emissions reduction target into a quantifiable plan. C40 support to develop a city-wide greenhouse-gas inventory enabled **Dakar** to forge a more rigorous evidence-based approach to reduce use of fossil fuels in the city. The inventory showed that the previous strategy to electrify households would not be as effective in reducing emissions from cooking, which was dominated by off-grid activity. By developing an action to move away from use of natural gas (LPG) in cooking stoves, the city can both reduce air pollution and achieve higher potential GHG emissions reduction compared to the original strategy.

City highlights

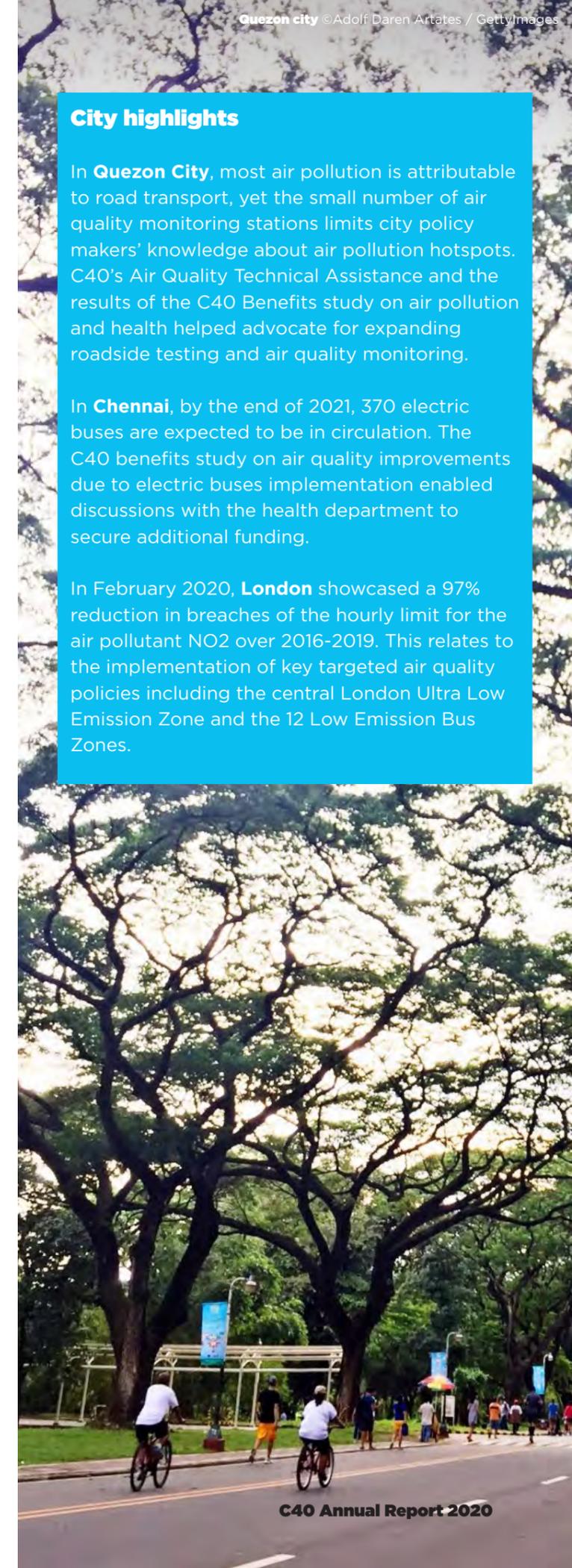
In **Quezon City**, most air pollution is attributable to road transport, yet the small number of air quality monitoring stations limits city policy makers' knowledge about air pollution hotspots. C40's Air Quality Technical Assistance and the results of the C40 Benefits study on air pollution and health helped advocate for expanding roadside testing and air quality monitoring.

In **Chennai**, by the end of 2021, 370 electric buses are expected to be in circulation. The C40 benefits study on air quality improvements due to electric buses implementation enabled discussions with the health department to secure additional funding.

In February 2020, **London** showcased a 97% reduction in breaches of the hourly limit for the air pollutant NO2 over 2016-2019. This relates to the implementation of key targeted air quality policies including the central London Ultra Low Emission Zone and the 12 Low Emission Bus Zones.



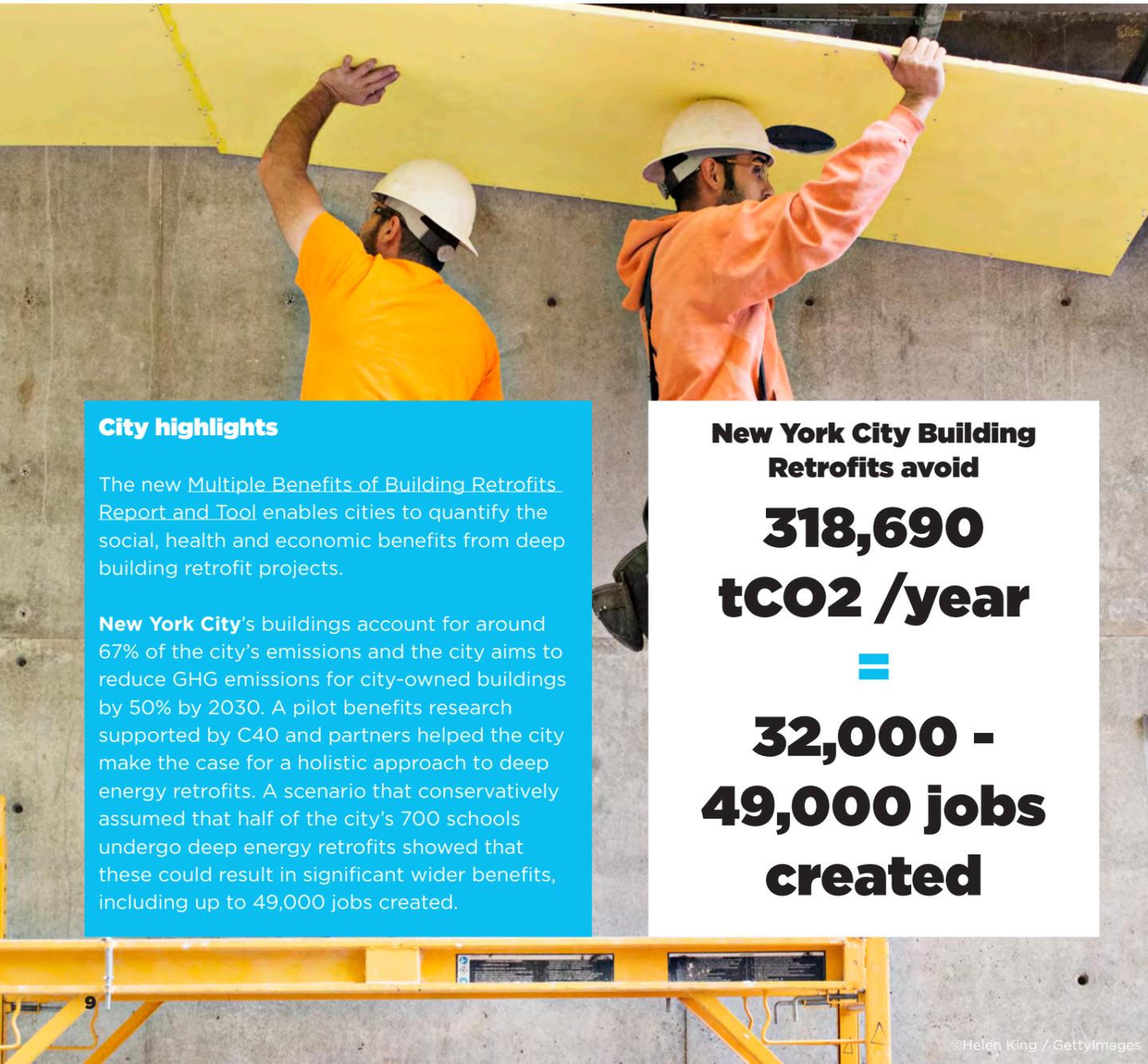
The **Empowering Cities with Data Programme** supports 10 Global South cities with data collection to help improve city management and monitoring. For example, **Accra's** Municipal Solid Waste Characterisation and Landfill Emissions Measurement project (completed in August 2020) allowed the municipality to get an accurate understanding of the types of waste generated in the city and quantify the GHG emissions from the city's landfill sites. This data is crucial to inform targeted climate change actions and identify the most suitable waste treatment technologies.



Building jobs and inclusive economies

On average, buildings account for over 50% of urban greenhouse gas emissions in C40 cities. Decarbonising the energy supply can significantly reduce emissions, improve air quality and health, and has a high job creation potential. In the context of the COVID-19 recovery, renewable technologies and building retrofits also have great potential to create local, high-quality jobs; up to 50 more jobs per USD 10 million invested than equivalent spending on fossil fuels, according to recent research. Building retrofits are labour-intensive and inject money into local businesses and supply chains.

The C40 Energy and Buildings programmes and networks support C40 cities in implementing ambitious energy efficiency initiatives and catalyse the development of clean energy systems in line with a 1.5°C climate mitigation target. For example, in 2020, **Buenos Aires** prioritised residential retrofits as a key action to carbon neutrality, and has been developing a residential retrofit project focusing on emissions reduction and improving the living conditions for almost 2 million households. The project, when fully implemented, has the potential to activate the local retrofit and energy efficiency market by creating over 46,000 local jobs.



City highlights

The new [Multiple Benefits of Building Retrofits Report and Tool](#) enables cities to quantify the social, health and economic benefits from deep building retrofit projects.

New York City's buildings account for around 67% of the city's emissions and the city aims to reduce GHG emissions for city-owned buildings by 50% by 2030. A pilot benefits research supported by C40 and partners helped the city make the case for a holistic approach to deep energy retrofits. A scenario that conservatively assumed that half of the city's 700 schools undergo deep energy retrofits showed that these could result in significant wider benefits, including up to 49,000 jobs created.

New York City Building Retrofits avoid

318,690

tCO2 /year

=

32,000 -

49,000 jobs

created

©Helen King / Gettyimages

Regional in-depth programmes

C40 supports groups of cities within one country or region to implement high-impact policies and projects through regionally-specific delivery models. These programmes offer mayoral engagement, technical support, peer-to-peer engagement and capacity building. This will be scaled up in the next four years.

China Buildings Programme: 4 Chinese cities deliver zero carbon codes for new buildings and transformative retrofits for existing buildings, in collaboration with national partners:



Beijing – new standards for ultra-efficient new buildings. A pilot research project compared building and district heating efficiency for Copenhagen and Beijing

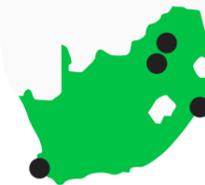
Changning District, Shanghai – the pilot 'China Better Buildings Challenge' was launched to improve efficiency by 10-20% over 5-10 years

Qingdao – residential retrofits were accelerated, with 18 million m2 of existing buildings retrofitted over 2018-2020. The city also joined a series of C40 Clean Construction Forum peer-sharing events, in its new role as China's Green Material Pilot City.

Fuzhou – mandatory energy efficiency standards, such as a mandate for heat pumps for residential buildings under 12 floors

South Africa Buildings Programme:

4 South African cities deliver zero carbon codes for new buildings, alongside a national engagement strategy:



The collaboration between **Tshwane, Johannesburg, Cape Town and Durban** to pioneer the development of building efficiency policies and regulations supports the national pathway to net zero carbon buildings. It has been recognised in South Africa's national Low Emission Development Strategy (2020), as part of South Africa's submission to the UNFCCC.

Buildings are also fundamentally part of a networked system – through road, water, energy and waste networks. For example, **Durban** developed South Africa's first local Integrated Resource Plan. It outlines a pathway to meet the city's 100% renewable electricity target through a mix of on-site generation and procurement from independent providers, recently enabled by the national government. This could lead to c. 15,000 GWh of power displaced from coal by renewables in 2050, saving c. 15MtCO₂e over 30 years and creating almost 7,000 jobs.

Giving space back to people

Over 30% of greenhouse gas emissions from C40 cities come from transport, with traffic as the biggest source of air pollution globally. During 2020, the Transport and Urban Planning networks created informal platforms to help city officials share experiences on responding to issues arising from the COVID-19 outbreak.

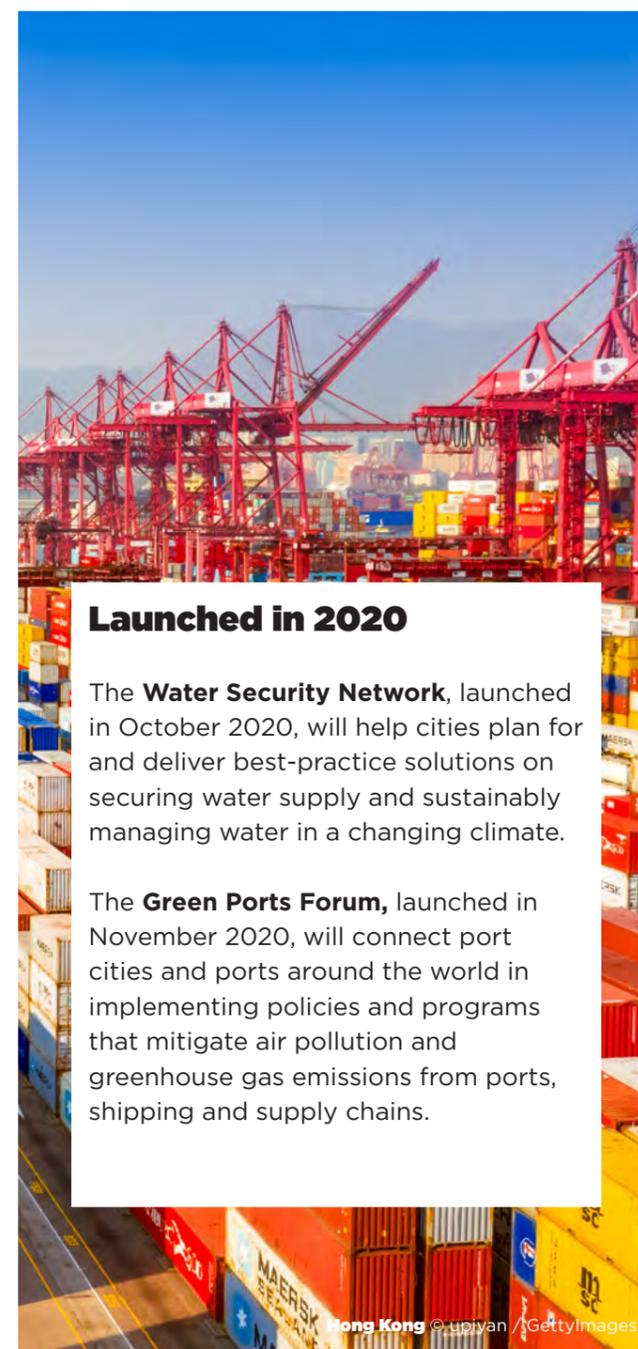
In response to the COVID-19 pandemic, many C40 cities, including **Auckland, Berlin, Lima, Rome, Paris and Mexico City** jointly opened or improved over 1,000 km of temporary or expanded bike lanes to enable safe walking and cycling, and reduce pressure on public transport, especially for essential workers.

Seoul's diesel cars make up almost 65% of the vehicles used by the government and public organisations, and almost 10% of the public transport system. The city's new "No Diesel" initiative aims to replace these vehicles with zero-emission electric and hydrogen-powered ones by 2025. The city's Green New Deal also aims to limit registrations of new vehicles to only electric and hydrogen from 2035.



Safely advancing towards zero waste

C40's waste networks facilitated rapid city knowledge exchanges on how to manage waste collection during the COVID-19 crisis. The pandemic has changed waste generation patterns, disrupted recycling markets and threatened the safety of frontline staff particularly in the Global South. It caused tens of thousands of informal waste collection workers to lose their livelihoods. At the same time, shifting towards circular economy activities - such as repurposing, recycling and repair - are upskill opportunities and can drive rapid service-sector job creation, which is critical in the context of cities' COVID-19 recovery plans.



City highlights

As a direct result of information sharing among C40 Cities on platforms created for fast response on waste management during COVID-19, **Curitiba** and **Philadelphia** were able to quickly develop and implement safety waste collection guidelines. Others have based their street cleaning and disinfection protocols on information shared on those platforms, such as **Lima, Lagos** and **Johannesburg**.

Durban, inspired by C40 activities, developed a COVID-19 crisis risk matrix built from climate crisis response knowledge, which can be used to support waste management decision making in different pandemic scenarios. It was shared with other C40 cities such as **Rotterdam**.

London's mechanism for contactless coffee cup refills for reusable cups, aiming to avoid health concerns around reusable items, inspired **Vancouver** to adopt a similar mechanism.

The 15-minute city

Access and proximity are the guiding principle behind the 15-minute city policies, to support a thriving local community. The ability to access all we need within a short walk or bike ride from home becomes even more crucial as cities ensure a green, healthy and equitable recovery from the COVID-19 crisis.



Increasing residents' access to green spaces

e.g. **Buenos Aires'** parks' "second skin"



Boosting the walkability and bikeability of neighbourhoods

e.g. **Barcelona's** Superblocks



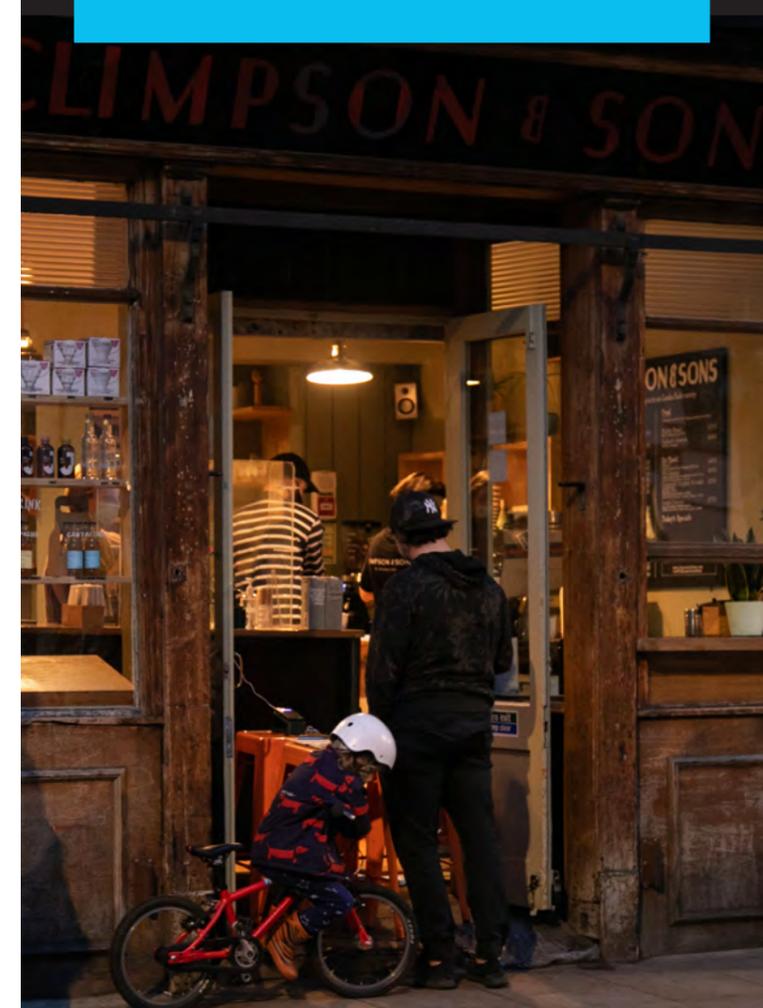
Providing fresh food outlets within walking distance

e.g. **Paris'** micro-zoning

Launched in 2020

The **Water Security Network**, launched in October 2020, will help cities plan for and deliver best-practice solutions on securing water supply and sustainably managing water in a changing climate.

The **Green Ports Forum**, launched in November 2020, will connect port cities and ports around the world in implementing policies and programs that mitigate air pollution and greenhouse gas emissions from ports, shipping and supply chains.



Resilience to future shocks

Cities, with high population densities and often situated at strategic yet vulnerable locations, are particularly exposed to storms, floods, droughts and heatwaves. Due to climate change these weather events are expected to occur more often and become more severe. Adaptation is essential to ensure the long-term prosperity of cities and the wellbeing of their residents.

C40's Cool Cities, Connecting Delta Cities, Urban Flooding, and Water Security Networks support the development of solutions to tackle high-impact climate risks and integrate adaptation considerations across energy, buildings, transportation, planning and waste management.

In 2020, C40 launched the **Heat Resilient Cities benefits tool** to help city planners and decision-makers quantify the health, economic and environmental benefits of common urban heat adaptation actions. As well as reducing the risk to residents' health and cities' economies, action to reduce urban heat provides many other benefits, such as new jobs and careers, improved air quality, improved efficiency of rooftop panels and reduced energy costs. According to Global Cool Cities Alliance research, if all commercial buildings in the United States switched from dark to light roofs, they would together save almost \$1 billion a year in avoided electricity costs.

City Highlights

Medellin: "Participating in the [C40 Benefits Research] project helped us understand the health benefits of a Nature-Based Solution the city is working with: Green Corridors. This enabled the city to once again highlight the importance of this type of intervention to strengthen the city's adaptive capacity to climate change and increase the quality of life of the city inhabitants."

Rio de Janeiro: "The participation in the Cool Cities Network encouraged me to propose and begin the development of the Heat Action Plan for Rio, and this has only been possible based on the exchange and with the support of the Network."

City Highlights

In 2020, **Boston, New York City, Toronto, Miami, Phoenix, Philadelphia** and **Washington, DC** co-developed a 'Communicating Heat Risk' guidance on how to reach heat-vulnerable groups through various communication channels. Many cities also used the C40 'Home Cooling Tips' messaging toolkit to raise awareness of the double risk of heat and COVID-19, and to communicate on measures residents can take to stay cool at home.

Following an Urban Flooding Network's Cloudburst Management study tour, **Durban** was inspired to develop a pilot project utilising the cost-benefits method learned from **Copenhagen**. This spatial flood and economic model helps to determine the best type of flood protection for Durban's financial district.

C40 Inclusive Mitigation and Adaptation Climate Planning Resources Available to Cities

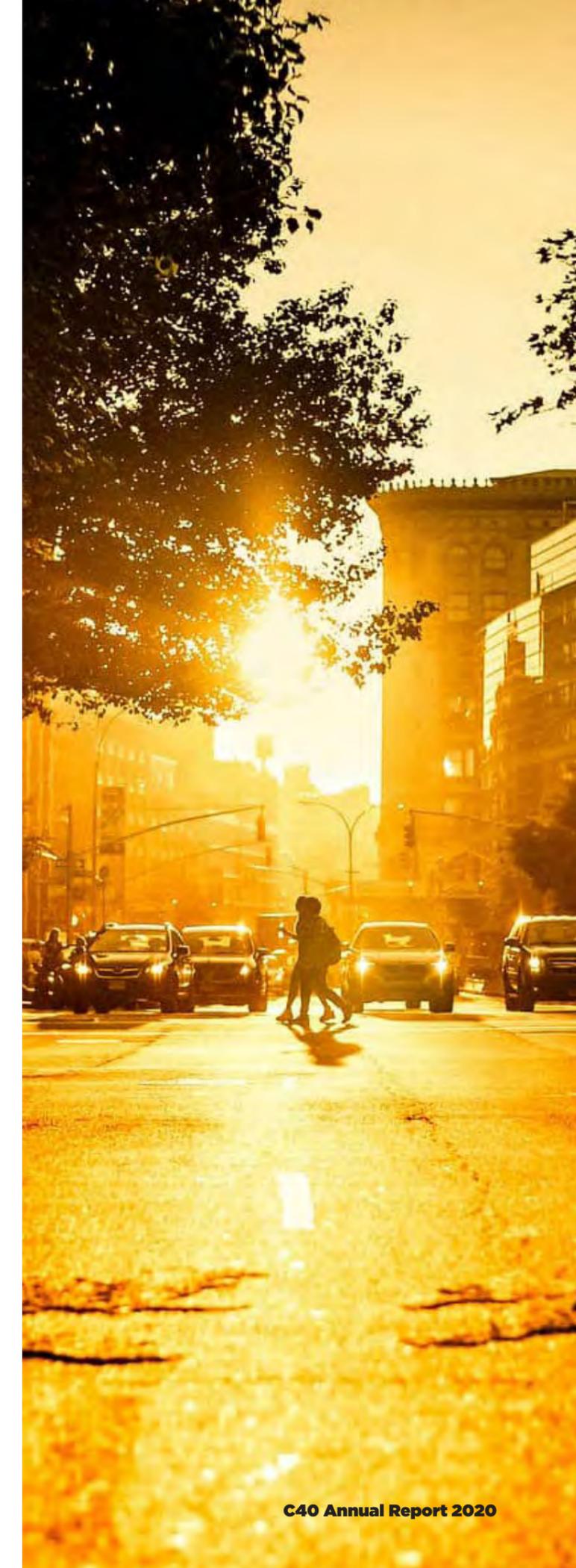
60+
city case studies with concrete lessons learned and 'how to?' guides

50+
tools & ready-to-use templates

25+
step-by-step guides

Find these and more, on the **C40 Knowledge Hub**

49 cities attended a virtual **C40 Adaptation Workshop** in November 2020. It brought together the four C40 adaptation networks and provided cities with a platform to exchange knowledge and lessons learned on heat and cooling management, urban drainage, nature in cities and new toolkits.



Healthy and sustainable economies

C40 continues to support mayors to pilot new approaches - today's proven solutions were yesterday's innovations. "[The future of urban consumption in a 1.5° C world](#)" report outlined the necessary changes to urban consumption in order to limit global heating to 1.5°C. As capital cities and financial centres, the economies of many C40 cities are skewed towards service sectors and high-tech manufacturing, rather than heavy industry and agriculture. The majority of goods consumed by residents is often imported. If C40 mayors can influence patterns of consumption to be less carbon intensive, they can have a significant impact on the economy outside their own city. C40 research has identified food and construction as the two largest contributing sectors. Dedicated C40 networks and forums help cities take forward action in these areas.

Increasing access to sustainable food while wasting less

During the COVID-19 pandemic, hunger was one of the biggest challenges in many cities. Stalled supply chains and closed borders initially limited the flow of food from farms to consumers. School closures and rising unemployment meant millions of people were missing out on sufficient, healthy and nutritious meals.

C40 Food Systems Network supported cities to tackle the precarious food security situation while helping to promote a sustainable diet (the 'Planetary Health Diet'), minimise food waste, and protect the welfare of the vulnerable as well as the workforce.



Stockholm

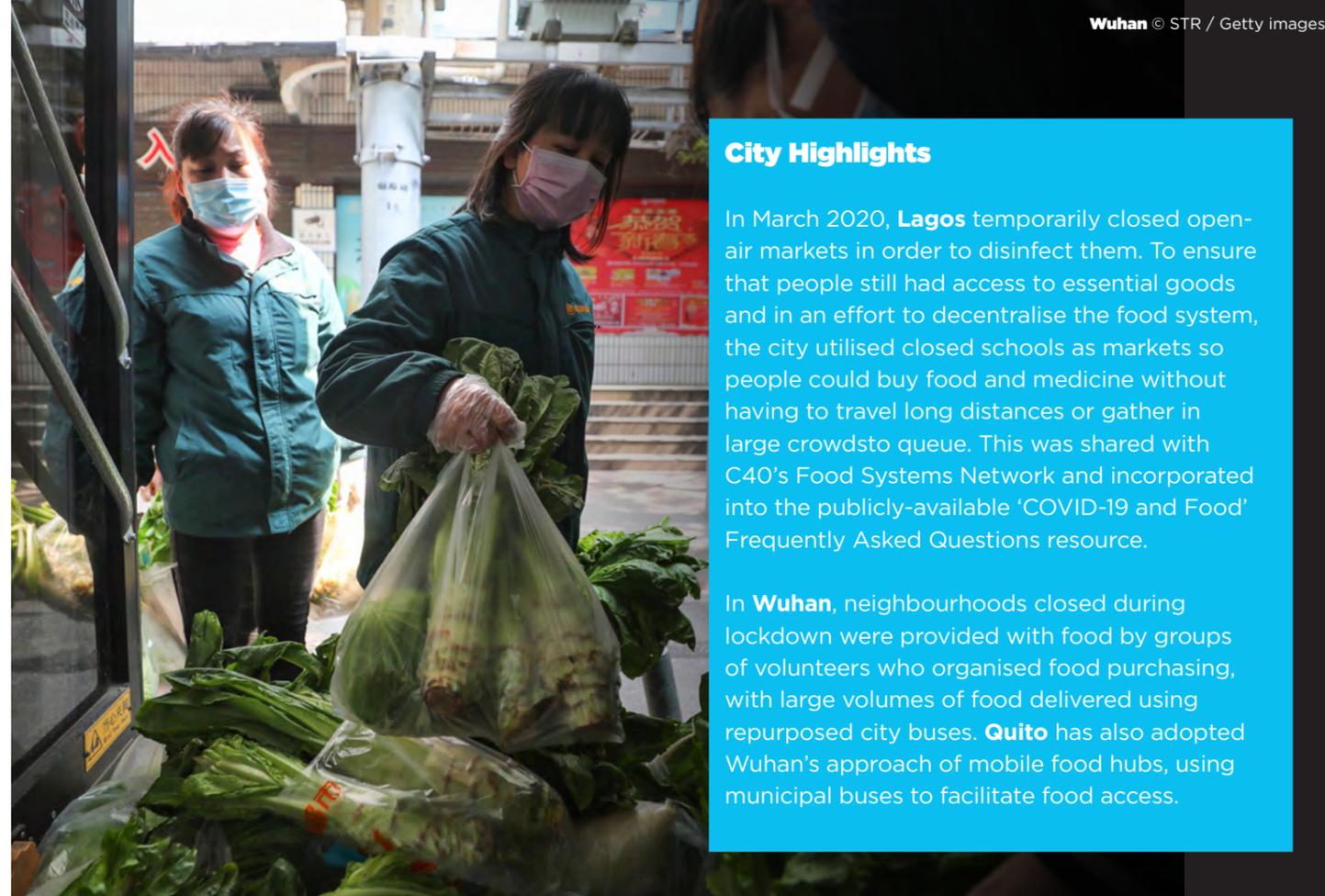
Just transition to clean construction

The construction industry is responsible for more than 23% of the world's GHG emissions and uses over 30% of global resources. In November 2020, through the C40's [Clean Construction Declaration](#), the mayors of **Oslo, Los Angeles, Mexico City** and **Budapest** pledged to halve emissions from construction activities by 2030 in a drive to net zero embodied emissions from buildings and infrastructure. The declaration highlights how Clean Construction principles can shift the market to tackle consumption-based construction emissions, while delivering a green and just recovery from COVID-19, tackling the climate crisis, and increasing air quality and equitable outcomes.

Deconstruction reduces air and noise pollution and creates

6-8 jobs

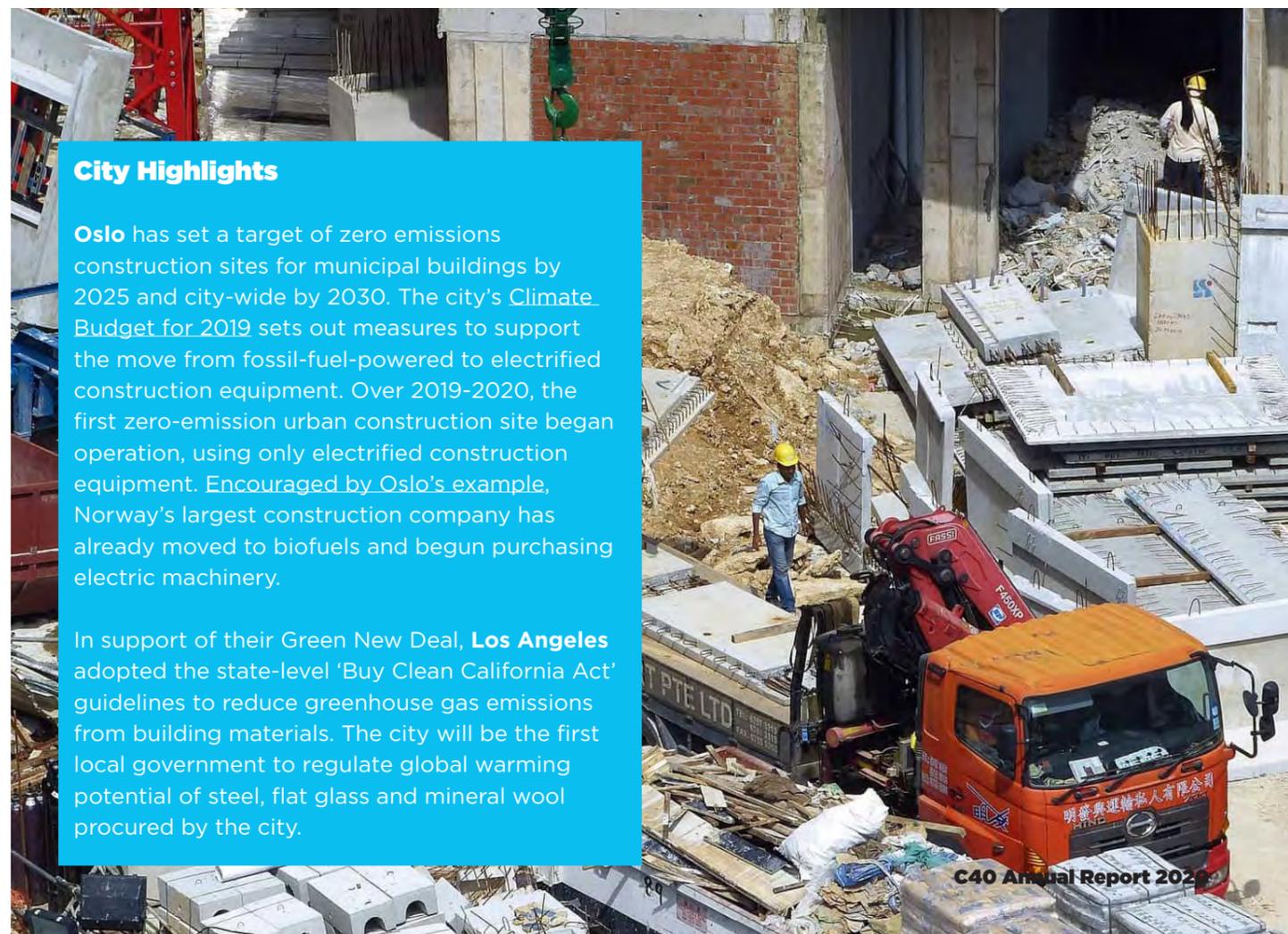
for every 1 job created in traditional demolition



City Highlights

In March 2020, **Lagos** temporarily closed open-air markets in order to disinfect them. To ensure that people still had access to essential goods and in an effort to decentralise the food system, the city utilised closed schools as markets so people could buy food and medicine without having to travel long distances or gather in large crowds to queue. This was shared with C40's Food Systems Network and incorporated into the publicly-available 'COVID-19 and Food' Frequently Asked Questions resource.

In **Wuhan**, neighbourhoods closed during lockdown were provided with food by groups of volunteers who organised food purchasing, with large volumes of food delivered using repurposed city buses. **Quito** has also adopted Wuhan's approach of mobile food hubs, using municipal buses to facilitate food access.



City Highlights

Oslo has set a target of zero emissions construction sites for municipal buildings by 2025 and city-wide by 2030. The city's Climate Budget for 2019 sets out measures to support the move from fossil-fuel-powered to electrified construction equipment. Over 2019-2020, the first zero-emission urban construction site began operation, using only electrified construction equipment. Encouraged by Oslo's example, Norway's largest construction company has already moved to biofuels and begun purchasing electric machinery.

In support of their Green New Deal, **Los Angeles** adopted the state-level 'Buy Clean California Act' guidelines to reduce greenhouse gas emissions from building materials. The city will be the first local government to regulate global warming potential of steel, flat glass and mineral wool procured by the city.

4. Stronger Together - Mayors Catalyse Coalitions

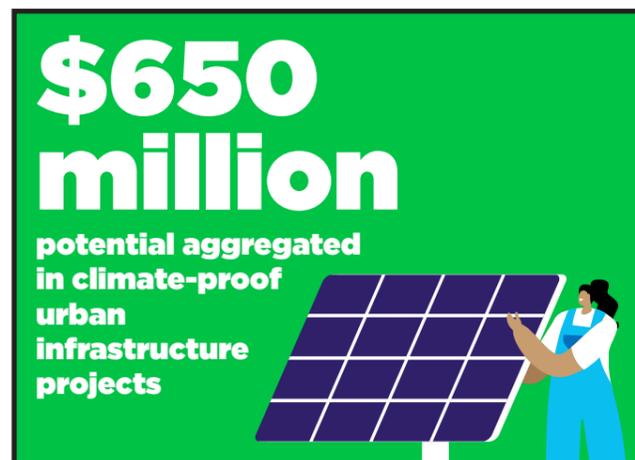
C40 mayors have become an increasingly powerful force for global leadership, especially when working with allies. The power of collective mayoral membership positions C40 as one of the key political groupings demonstrating both science-based ambition and action. C40 mayors are partnering with those who share their commitment to the principles of the Global Green New Deal: political leaders, investors, businesses, labor unions, youth movements, civil society and communities disproportionately impacted by the climate crisis. Together, they are stronger.

Working with Investors

The **C40 Cities Finance Facility**, a joint partnership between C40 and GIZ (Germany's development agency), enables cities in developing countries to access finance for their climate action projects. In 2020, the initiative was recognised by the UN 2020 Global Climate Action Award for aggregating a potential \$650 million investment in climate-proof urban infrastructure projects. For instance, **Quezon City** received support on a distributed renewable energy programme to include education and health facilities, with solar panels installed on 50 schools and three hospitals. By December 2020, the C40 Cities Finance Facility has also engaged 70+ non-C40 cities across 12 countries, enabling them to replicate successful approaches to access finance.

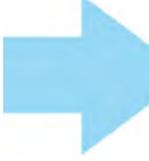
The **Financing Sustainable Cities Initiative** helps cities accelerate and scale investment in urban solutions through capacity building, peer sharing, and technical assistance in clean energy, transportation, adaptation and waste. Since its inception, the Initiative has supported 63 cities in the Global North and South through Finance Academies about designing financeable infrastructure projects. For example, the team worked closely with both **Los Angeles** and **Auckland** on financing bus fleet electrification. Both cities have become leaders on zero emission bus procurement in their regions with Los Angeles committing to full electrification by 2028 and Auckland moving forward its bus fleet electrification target from 2040 to 2030.

The **Zero Emission Bus Rapid-deployment Accelerator (ZEBRA)** brings together cities, industry, investors and national governments to accelerate the deployment of zero emission buses in Latin America. In 2020, 18 bus manufacturers and investors committed to bring new e-bus products and up to US\$ 1 billion in investments. As of March 2020, Latin America had about 2,300 e-buses. These commitments should lead to deployments of over 3,000 e-buses in the next two years. Collaborating with the Financing Sustainable Cities Initiative, ZEBRA advocates for and refines innovative business models that help cities overcome financing hurdles, as demonstrated by **Santiago**, with a fleet of 776 e-buses and ongoing tenders, and **Bogotá**, that recently procured new e-buses, making its 1,485 fleet the world's largest outside of China.



Market-Shifting Declarations

C40 has launched a series of C40 Declarations, statements of political leadership by C40 mayors based on the toughest science-based targets and allied to concrete delivery milestones. They cover a range of key issues, from zero waste to clean air, focusing on priority areas where mayoral action can shift global markets by 2030.

-   **Clean Construction Declaration**
-   **The Net Zero Carbon Buildings Declaration**
-   **Advancing Towards Zero Waste Declaration**
-   **Our Commitment to Green and Healthy Streets**
-   **The Good Food Cities Declaration**
-   **The Clean Air Cities Declaration**
-   **The Divesting from Fossil Fuels, Investing in a Sustainable Future Declaration**

The Potential

Drive high-return investments in a green economy, with 6.9% per year potential yield average returns, as opposed to 6.3% per year for fossil-fuel focused investment



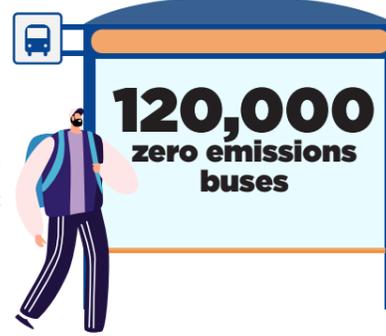
Divert from landfill over 130 million tonnes of waste by 2030



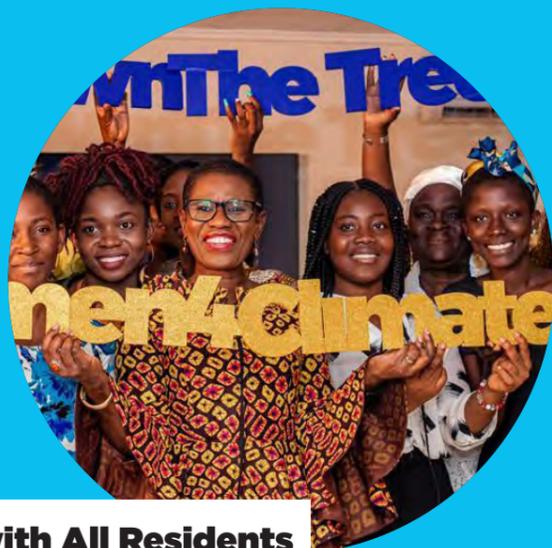
Achieve equivalent of shutting nearly 50 coal-fired power stations through implementing new zero-carbon buildings by 2030



Secure over 120,000 zero emission buses and major city areas with zero emission traffic



Over 40,000 deaths avoided each year through reaching safe levels of air quality in cities



Working with All Residents

In 2020, C40 launched a new **Global Green New Deal Pilot** programme for 20+ champion cities across 5 regions. Inspired by cities' equitable climate action and building on the inclusive climate action planning work in Latin America and Southeast Asia, the Pilot supports mayors to reimagine low-carbon, just and prosperous communities in line with the C40's Global Green New Deal vision, reducing the risk of further pandemics and avoiding climate breakdown.

The C40 **Thriving Cities Initiative** supports cities to employ innovative participatory methods to design policies and campaigns to shift behaviour and win public support for transformational policy addressing unsustainable consumption. Tools and resources developed in 2020 include the **Portrait Methodology** which provides a new perspective on what it means for a city to thrive, appreciating what makes it unique, while understanding its global influence and responsibility. In April 2020, Amsterdam became the first city in the world to publish its City Portrait together with its Circular Economy strategy which aims to adopt a smarter approach to managing production and consumption, while creating more jobs for everyone.

The **Women4Climate initiative** supports cities in engaging women to accelerate local climate solutions through a Mentorship Programme and acts as a global platform to bring policymakers, citizens and community leaders together to co-create inclusive solutions to urban climate challenges. The Women4Climate international Tech Challenge helps champion women-led climate technology solutions. Eight Mentorship Programmes launched in 2020, empowering 93 women. Also in 2020, the research "On the Go: How Women Travel Around Our City", explored how to encourage more women to use active transport means, such as walking and cycling, based on what shapes their transport choices.



Working with Businesses

The **City-Business Climate Alliance (CBCA)** is a joint initiative of C40, CDP and the World Business Council for Sustainable Development. It provides city and business leaders with a platform to set joint commitments, co-create, and implement climate action projects. In 2020, CBCA started to support six cities to design local city-business partnerships. This includes Stockholm's 'Climate Pact Delivers' initiative, where locally based businesses commit to taking concrete steps to green their delivery processes.

The **City Solutions Platform** breaks down barriers by facilitating free pre-procurement public-private collaboration to co-create and accelerate the implementation of innovative climate solutions for cities. For example, Sydney is now powered by 100% renewable electricity thanks to a power purchase agreement (PPA) with solar and wind energy providers, inspired by the ideas generated through the City Solutions Platform, other cities' experiences and the C40 Clean Energy Business Models Manual. The PPA is expected to save US\$340,000 a year over the next 10 years and 20,000 tonnes of carbon annually.

The **Green Economy & Innovation Forum** supports city officials from economic and environmental departments to measure sustainable development, promote green jobs and encourage public-private collaboration to scale climate solutions. In 2020, a series of peer-to-peer exchanges bolstered cities' responses for 'mitigating the economic impacts of COVID-19'. It set out practical strategies for a green, just and job-rich recovery, which gained a commendation from the International Labour Organisation.

The **Reinventing Cities** global competition seeks to transform under-utilised urban sites through sustainable and community-focused projects that drive decarbonised and resilient urban regeneration. In 2020, C40 ran the competition with 25 new sites in 9 cities: Cape Town, Chicago, Dubai, Madrid, Milan, Montreal, Reykjavik, Rome and Singapore. Despite COVID-19, more than 1,400 architects, developers, engineers and start-ups joined. After two successful editions, the competition has proven to be a great catalyst for change. We are seeing Reinventing Cities solutions being scaled across cities, such as upcycling building materials in Oslo, modular passive house building in Chicago, or adaptable public spaces in Milan.



Working with Youth

Around the world, young people are demanding action to secure a just and sustainable future. As the youngest generation, their lives are most at stake. In response, C40 launched its Global Youth Initiative in 2019 and, a year later, recruited 14 youth climate leaders to join the **Global Youth and Mayors Forum**. Participants will develop climate leadership skills and share with mayors best practices on youth engagement. The forum will consider how to implement a Global Green New Deal and how cities can better work with youth leaders to advance ambitious science-based climate action.

Building on the success of the 'professional' Reinventing Cities competition, C40 launched the **Students Reinventing Cities** across 18 C40 cities in December 2020. It aims to:

- Drive collaboration between students and city governments on low carbon urbanisation;
- Create a space for students and academia to share their vision and fresh and tangible climate solutions;
- Strengthen students' climate knowledge;
- Illustrate through neighbourhood pilots the potential for low-carbon transformation of cities.

Influencing global & national agendas

The pandemic has not stopped mayors from delivering on their world-leading climate ambition.

C40 mayors have continued to lead by example and set global standards, both with regards to tackling the climate emergency and a green & just COVID-19 response and recovery.

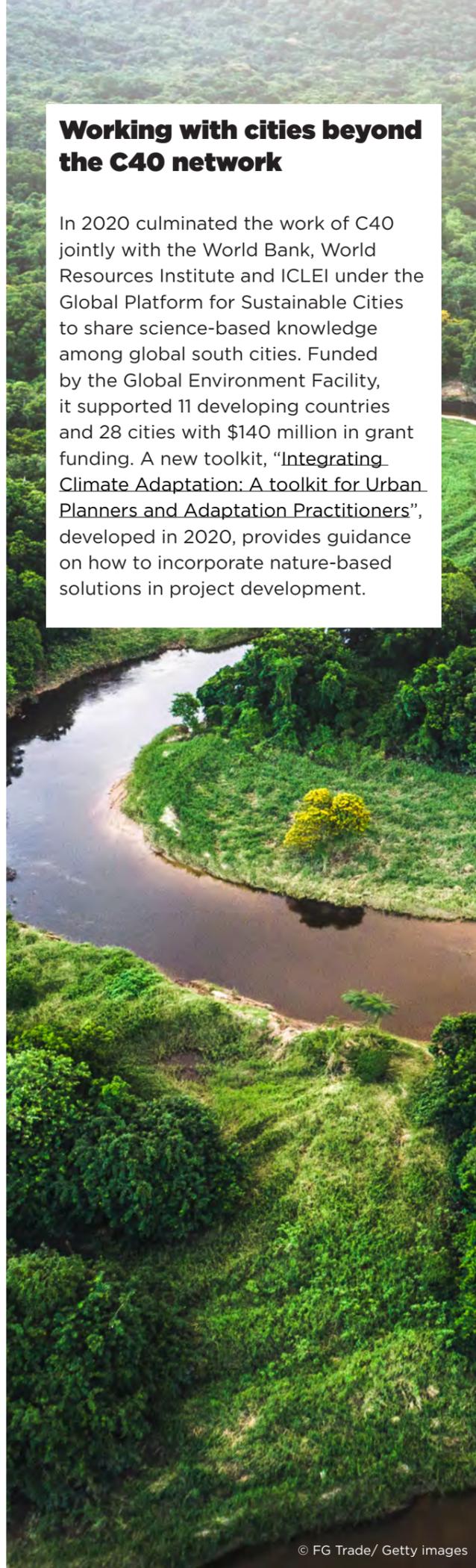
In 2020, the Mayor of Milan, C40 Vice-Chair and Chair of the C40 Global Mayors COVID-19 Recovery Task Force, wrote to the European Union authorities championing the vision for a COVID-19 recovery aligned with the principles of the Global Green New Deal. C40, in partnership with Eurocities, then supported European Mayors to engage with the EU to advocate for more ambitious 2030 climate and energy targets. The European Council decided to dedicate a substantial share of EU recovery funds to climate projects and adopted a new EU 2030 GHG reduction target of “at least 55%”.

In 2020, the call for a green and just COVID-19 recovery became Urban 20 cities’ central message to the G20. The U20 communique also made a strong call for G20 countries to increase ambition ahead of COP26 by “substantially reducing GHG emissions with the aim to collectively deliver the 50% global reduction required by 2030 and reaching carbon neutrality no later than 2050” through carbon-neutral cities and nature-based solutions, among others.



Working with cities beyond the C40 network

In 2020 culminated the work of C40 jointly with the World Bank, World Resources Institute and ICLEI under the Global Platform for Sustainable Cities to share science-based knowledge among global south cities. Funded by the Global Environment Facility, it supported 11 developing countries and 28 cities with \$140 million in grant funding. A new toolkit, “Integrating Climate Adaptation: A toolkit for Urban Planners and Adaptation Practitioners”, developed in 2020, provides guidance on how to incorporate nature-based solutions in project development.



Supporting the Paris Agreement & climate ambition ahead of COP26

The 5th anniversary of the Paris Agreement was globally celebrated in December 2020, showing its relevance as a symbol of the fight against the climate crisis. The City of Paris organised a Zero Carbon Forum, with 30 international mayors speaking and over 800,000 viewers tuning in through online platforms. The Forum celebrated the role of cities in the implementation of the Paris Agreement, and the progress made since 2015, with C40 announcing that 54 cities are now on track to deliver the Paris Agreement. At the Climate Ambition Summit in London, 75 countries presented new commitments on mitigation, adaptation and finance. C40, in its capacity as city lead of the Race to Zero, announced 72 new cities joining the campaign, bringing the total of cities in the Race to 524 as of December 2020, in partnership with DK2020 and UK100.

C40 is an original partner of the COP26 Race to Zero global campaign to rally support from cities, businesses, regions, and investors for a healthy, resilient, zero carbon recovery - and mobilise them to deliver on the 1.5°C ambition of the Paris Agreement. Inspired by the C40 Chair, Mayor of Los Angeles, C40 aims to recruit 1,000 cities through **Cities Race to Zero campaign** (www.citiesracetozero.org). It is led by C40 in collaboration with GCoM, ICLEI, UCLG, CDP, WRI and WWF, and aims to help cities meet their ambitious commitments by providing the best available tools and expertise to set robust science-based targets and plan the most impactful inclusive climate action - within the context of a green & just COVID-19 recovery and the Global Green New Deal.



C40 Knowledge Hub

C40’s primary platform to share knowledge externally is the C40 Knowledge Hub, an online platform that brings together insights, practical experiences, and tested approaches to inform and inspire city climate policies. In 2020 alone, it has been visited by 111,000 users from over 200 countries and 9,000 municipalities. C40 has also seen a drastic growth in its social media impact. C40 has 102.2k followers on Twitter, 34.2k on Facebook, 29k on Instagram and 41.8k on LinkedIn, averaging a 514% increase across platforms since 2017.

Working with partner networks

C40 is collaborating with partners to share knowledge and tools and engage in advocacy on climate action: Science-Based Targets Initiative, WWF, WRI, ICLEI, UK100, the World Bank, Alliances for Climate Action, Global Covenant of Mayors for Climate & Energy



5. Governance

C40 is governed by a Steering Committee of mayors, elected by their peers to represent the geographical diversity of the network. The current Chair of C40 is Mayor of Los Angeles Eric Garcetti.

The C40 Board of Directors provides operational oversight to C40. The President of the Board, appointed by the C40 Chair, is currently Michael R. Bloomberg, former Mayor of New York City.

C40 also has a charity registered in the UK (C40 Cities Climate Leadership UK) which has an independent board of trustees. C40 complies with all the UK's Companies House and Charity Commission

regulatory requirements, including filing annual reports and audited accounts. C40 activities are made possible through generous support from a varied group of funders, with particular leadership from our long-term strategic funders.

C40 has registered offices in the United States, United Kingdom, Denmark and South Africa, and has a representative office in China. In 2020, C40 opened a new office in Oslo, to drive forward progress in key areas such as clean construction and innovative mechanisms of climate governance.



C40 Steering Committee Members - 2020

The C40 Steering Committee is formed of mayors of C40 cities and provides strategic direction and governance to the organisation. Members are elected to represent their geographic region, as well as those cities in C40's Innovator category.

Africa



Mayor Adjei Sowah, Accra



Mayor Cllr Mxolisi Kaunda, Durban (eThekweni)

Central East Asia



Secretary for the Environment KS Wong, Hong Kong, China



Election ongoing

East, Southeast Asia & Oceania



Governor Yuriko Koike, Tokyo



Governor Anies Baswedan, Jakarta

Europe



Mayor Sadiq Khan, London



Mayor Giuseppe Sala, Milan

Latin America



Mayor Claudia Lopez Hernandez, Bogota



Mayor Horacio Rodriguez Larreta, Buenos Aires

North America



Mayor Marty Walsh, Boston



Mayor Jenny Durkan, Seattle

South & West Asia



His Excellency Mohammed Al Basti, Secretary General of the Executive Council of Dubai



Mayor Mohammad Atiqul Islam, Dhaka North

Innovator Cities



Lor Mayor Lars Weiss, Copenhagen



Mayor Anna Konig Jerlmyr, Stockholm

* The above represents membership as of 31 December 2020. C40 would also like to recognise other C40 cities that were part of the C40 Steering Committee during a part of 2020: **Dhaka South** (South & West Asia), **Nanjing** (Central East Asia) and **Seoul** (East, Southeast Asia & Oceania).

C40 Board of Directors Members

The C40 Board of Directors oversees the management and operations of the organisation.

C40 Inc (USA) Board of Directors

Michael R. Bloomberg,
UN Special Envoy for Climate
Ambition and Solutions
(President of the Board)

Ana Guerrero,
Chief of Staff,
City of Los Angeles
(Vice President of the Board)

Antha Williams,
Head of Environment Program,
Bloomberg Philanthropies

Jesper Nygård,
CEO Realdania

Justin Johnson,
Climate Director, CIFF

Bruce Lindsay,
Clinton Foundation

Shirley Rodrigues,
Deputy Mayor for Environment
and Energy, City of London

Krish Kumar,
Chief Finance Officer,
City of Durban

Carolina Urrutia,
Secretary of the Environment,
City of Bogota

C40 UK Board of Directors

Antha Williams,
Head of Environment Program,
Bloomberg Philanthropies

Jemma Read,
Head of Philanthropy for EMEA and APAC,
Bloomberg Philanthropies

Pelle Lind Bournonville,
Special Advisor to the CEO,
Realdania

Henrietta Foster,
Finance Business Partner, CIFF

C40 Management Team

Mark Watts,
Executive Director

Kevin Austin,
Deputy Executive Director

Shannon Lawrence,
Managing Director of Climate
Action Implementation

Andrea Fernandez,
Managing Director of Climate
Finance, Knowledge & Partnerships

Simon Hansen,
Managing Director of Climate
Solutions and Networks

Juliette Carter,
Managing Director of
Corporate Services

Anna Beech,
Managing Director of Governance

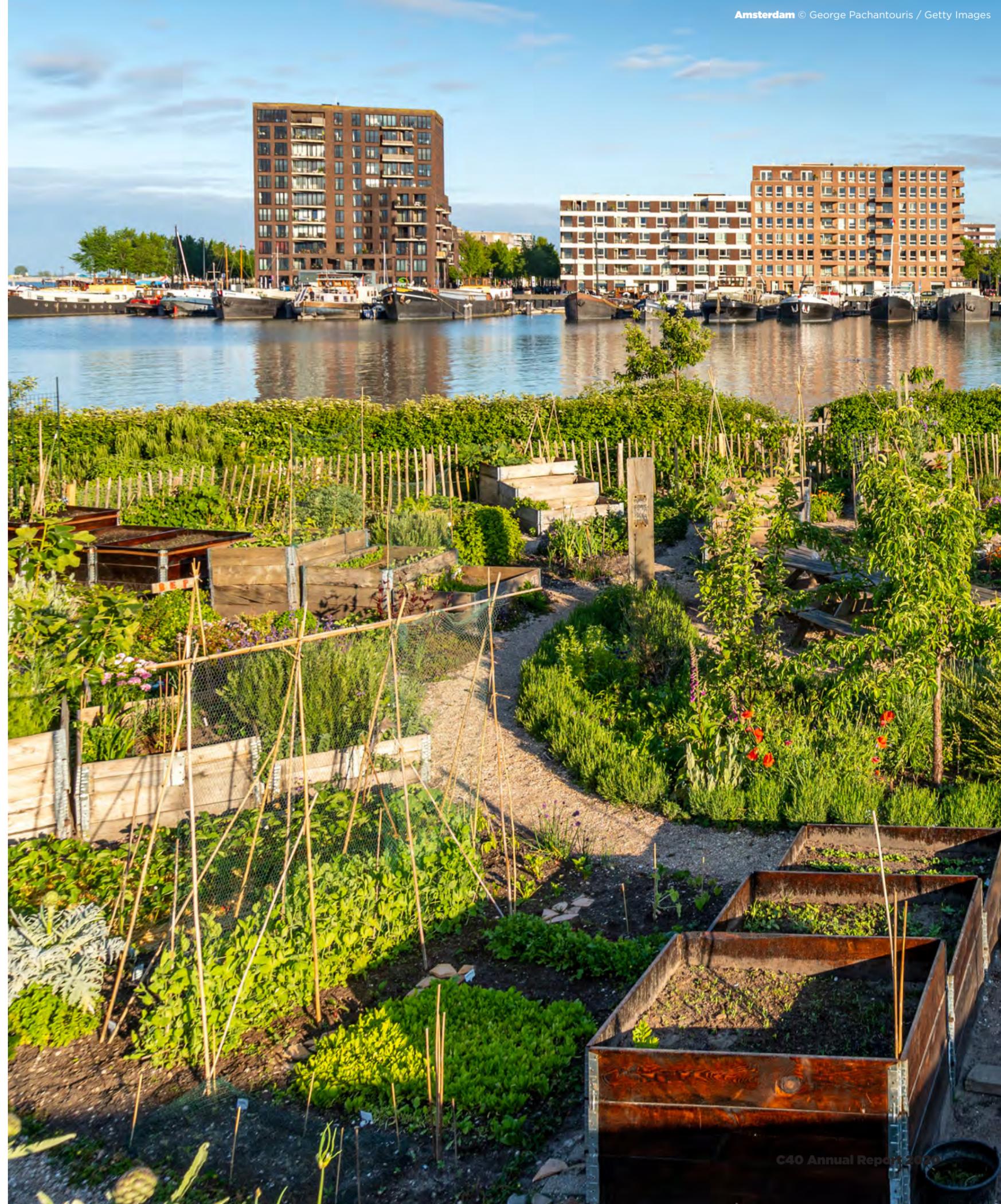
Hastings Chikoko,
Managing Director of Regions
and Mayoral Engagement

David Miller,
Managing Director of
International Diplomacy
and Advocacy

Milag San-Jose Ballesteros,
Global South Diversity Lead &
Regional Director for East,
Southeast Asia & Oceania

Boping Chen,
Regional Director,
East Asia (China)

Vacant,
Managing Director of
Communications and Events



6. Funding & Partnerships

C40's activities are made possible through generous support from a varied group of funders. C40 is very fortunate to have our core funding committed by three generous philanthropists, through Bloomberg Philanthropies, the Children's Investment Fund Foundation (CIFF) and Realdania, who act as our long-term strategic funders. They are joined by other major funders of our overarching work, including the Ministry of Foreign Affairs, Denmark, and the Oak Foundation. C40 major technical assistance programmes, such as the C40 Climate Action Planning Programme 2018-2021 or the C40 Cities Finance Facility, are often supported through the generous involvement of national entities, such as the British, Danish or German governments. Some of C40's most innovative programmes benefit from smaller but catalytic support from corporate funders and other partners.

Strategic Funders



Major Climate Planning and Implementation partners



Major Funders

- Arup
- Citi Foundation
- Clean Air Fund
- INGKA Group
- Johnson & Johnson
- L'Oreal Foundation
- Oak Foundation
- Open Society Foundation

Funders

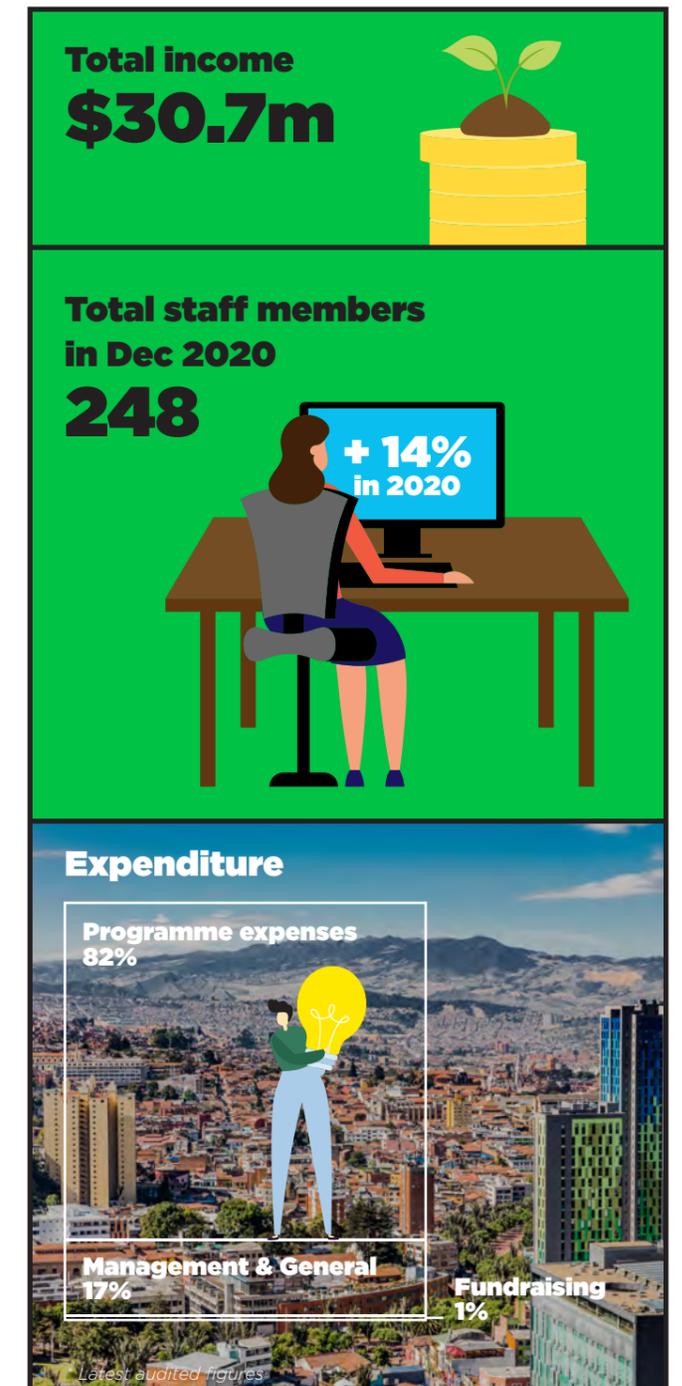
- Climate & Clean Air Coalition
- ClimateWorks Foundation
- EAT Foundation
- European Climate Foundation
- George Washington University
- Global Environment Facility
- Grundfos
- International Council on Clean Transportation
- KR Foundation
- London School of Hygiene & Tropical Medicine
- McConnell Foundation
- Michelin Corporate Foundation
- Novo Nordisk
- P4G
- Porticus Foundation
- Qlik
- Robert Wood Johnson Foundation
- Rockefeller Brothers Fund
- Sainsbury Family Charitable Trusts
- Stavros Niarchos Foundation
- FILE Foundation
- Summit Foundation
- TED Foundation / Countdown
- Velux
- Wallace Global Fund
- Wellcome Trust
- William and Flora Hewlett Foundation

The C40 Cities Finance Facility is jointly implemented with Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH and it is currently funded by: the German Federal Ministry for Economic Cooperation and Development (BMZ), the Department for Business, Energy and Industrial Strategy of the United Kingdom (BEIS), the United States Agency for International Development (USAID) and the Children's Investment Fund Foundation (CIFF).

Financials

C40 has grown from an organisation of US \$8.5m to one of US \$30.7m over eight years. Our core funding has grown more than two-fold in this timeframe, demonstrating the confidence of our funders in our mission and delivery.

C40 has secured new ongoing commitments to deliver C40's offering to member cities and continues to look for new partnerships.



7. Looking ahead to 2021-2024

On 1 January 2021, C40's new membership requirements or the "Leadership Standards" went into effect, unanimously approved by the C40 Steering Committee.



1. Plan

The 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

The 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

The 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 and services consumed in their city.

5. Lead

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

The C40 Business Plan for 2021-2024 was launched alongside the Leadership Standards, outlining how C40 staff will support our mayors to achieve them. C40's aim is to assist our cities as they implement their robust, science-based climate action plans which are aligned with the 1.5°C target of the Paris Agreement, and prioritise increasing climate resilience and equity. If this is achieved, C40 cities will see emissions reductions consistent with halving their collective emissions by 2030.

Our Business Plan was deeply influenced by the events of 2020, recognising they will shape the next decade. It applies the vision of the Global Green New Deal to the context of the COVID-19 pandemic. For example, our support will focus on the urgent need for cities to create decent jobs, as the pandemic has increased unemployment and as 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.

Throughout all our work, we will champion equity and anti-racism. We are committed to being a

diverse and inclusive workplace, and to ensuring that we provide all our cities with service tailored to their needs; and we have adopted targets to track our progress.

In the coming years, C40 will shift our in-depth regional resources to 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 mayors in making the case for and enacting ambitious and sometimes difficult policies, by building coalitions of support and facilitating peer-to-peer knowledge exchange.

We will work to elevate the voices of our mayors to shift the regional and global debate on how to drive increased action. We will support mayors to form coalitions with partners from business, labour, youth climate movements and wider civil society, and inspire more than 1,000 cities beyond C40's membership to commit to the same ambition. We will support our mayors as they seek to partner with national governments and investors to accelerate action and meet science-based targets. Above all, we will help our mayors use their strong track record domestically to bring hope, energy, best practice and a unifying vision to others.



THANK YOU FOR YOUR SUPPORT
www.C40.org
www.C40knowledgehub.org



[C40.org](https://www.c40.org)

