



REQUEST FOR PROPOSAL (RfP)

**Cities as enablers and facilitators of community-led  
action and partnerships**

Research Analysis and Recommendations

C40 Cities Climate Leadership Group, Inc.  
120 Park Avenue, 23<sup>rd</sup> Floor  
New York, NY 10017  
United States of America

16 December 2022

## 1. Background



### 1.1 About C40 Cities Climate Leadership Group Inc. ("C40")

C40 is a network of nearly 100 mayors of the world's leading cities, who are working to deliver the urgent action needed right now to confront the climate crisis, and create a future where everyone, everywhere can thrive. Mayors of C40 cities are committed to using a science-based and people-focused approach to help the world 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 broad coalition of representatives from labour, business, the youth climate movement and civil society to go further and faster than ever before.

C40's team of 200+ staff is headquartered in London, with offices in New York, Joburg, Singapore, Delhi, Rio de Janeiro, Copenhagen, Beijing and Paris, and individual staff based across 25+ different locations, with the Office of the Chair based in London.

The strategic direction of the organisation is determined by an elected Steering Committee of C40 mayors which is chaired by the Mayor of London, Sadiq Khan. Three term Mayor of New York City Michael R. Bloomberg serves as President of the C40 Board of Directors, which is responsible for operational oversight. A nine-person management team, led by Executive Director, Mark Watts, leads the day-to-day management of C40. C40's three core strategic funders are Bloomberg Philanthropies, the Children's Investment Fund Foundation (CIFF) and Realdania.

To learn more about the work of C40 and our cities, please visit our [Website](#), or follow us on [Twitter](#), [Instagram](#), [Facebook](#) and [LinkedIn](#).

### 1.2 About the Climate Action Planning and Innovation Programme

The Climate Action Planning & Innovation (CAP&I) team supports cities to develop and continuously improve their climate action planning and underlying data, to accelerate the delivery of effective, equitable and ambitious climate action and look towards achieving the next level of climate leadership by supporting cities to develop and scale groundbreaking approaches to expand their climate leadership impact and influence and work collaboratively with stakeholders to overcome systemic barriers and address the climate crisis. The innovation programme is currently focused on how cities can lead efforts to reduce consumption-based emissions, support economic and social innovation, and co-create opportunities for people and communities to thrive.

### 1.3 About the New Economies and Innovation Forum



The New Economies & Innovation Forum (NEIF) brings together city officials working on economic development, new economic theory, new governance, and participatory approaches. Through the Forum, C40 creates a space for experimentation and bold thinking for C40 member cities that are exploring how to better empower community and business networks to achieve their climate and equity goals.

## 1.4 About the Inclusive Climate Action Programme

The Inclusive Climate Action (ICA) Programme focuses on supporting mayors and cities to ensure local climate policies and initiatives are designed in an inclusive way<sup>1</sup> and have equitable impacts, as a way to make the case for bold climate action and maximize its benefits across urban populations. The programme aims at delivering leadership and advocacy support, technical and strategic assistance, training and peer-to-peer exchange on assessing and understanding the wider benefits of climate action; increasing capacity to engage inhabitants and stakeholders; designing inclusive and just climate strategies.

## 2. Summary, Purpose and Background of the Project

Cities use many different methods to engage various constituents and encourage public participation, and in recent years, cities have included more stakeholders in climate action planning and co-creation processes have scaled and proliferated significantly, creating the potential to genuinely empower residents to lead on climate action. But whilst communities' involvement in climate action is growing stronger, cities may not yet be harnessing the full potential of community-led climate action.

The term community here is used broadly. It may include, but is not limited to, people who are geographically bound such as neighborhoods, or affinity groups such as business networks, or issue-oriented groups such as housing advocates, or people collaborating on a project such as a community garden, or people who use a public service such as transit riders.

Moving beyond stakeholder engagement or consultation processes and towards involving, empowering and collaborating with local changemakers<sup>2</sup> to co-create, co-own, and even delegate ownership of innovative climate action projects can unlock emissions reductions not otherwise accessible to city governments and

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<sup>1</sup> C40 definition of inclusivity/inclusion: The practice of including relevant stakeholders and communities, particularly marginalised groups, in the policy-making and urban governance process, in order to ensure a fair policy process with equitable outcomes.

<sup>2</sup> The term local changemakers refers to all stakeholders in the city, including city government, residents, community groups and grassroots organisers, local business owners, co-operatives etc., who are taking creative and rapid action to solve social problems and improve their local environments.

enable the city and its residents to better meet lifestyles and livelihood needs within planetary boundaries. Such collaboration offers other capacity-building benefits as well:



- By focusing on what the climate crisis means for specific places and communities, cities can begin to shift people's perspective from a global challenge that is overwhelming to something more tangible and accessible.
- By unlocking the potential of communities to meaningfully address the climate crisis as it manifests in their lives, cities can create an ecosystem of climate action that enables braver policymaking from the top.<sup>3</sup>
- By enabling and supporting community-led action and partnerships, cities can foster collective impact and social cohesion that not only helps cities deliver against their net zero and resilience targets but also stimulates democratic city governance.

Building upon the recent [C40 powers analysis](#), this research aims to explore more deeply the potential role of cities as facilitators, convenors and instigators of localised, community-led climate action, investigating how city governments can use their competencies, particularly their soft powers, to initiate, foster and enable climate initiatives and projects spearheaded by residents and local businesses. Through this research, C40 aims to present a range of existing practices and emerging mechanisms, structures and approaches from different C40 regions that have the greatest potential for systemic improvements in cities, by inviting the residents to have a stake, not just a say, in the transition to net-zero and resilient economies.<sup>4</sup> This will include looking at the barriers that exist now for cities and communities to collaborate and how cities and community-led initiatives have and can overcome these (making space specifically for the exploration of practices such as 'commoning'<sup>5</sup> and other informal governance structures).

The goal of this research is to showcase how local governments can harness the benefits of bottom-up climate action and work directly with communities to accelerate progress on their climate commitments and reduce climate risk and impacts. Community-led initiatives, such as urban commons have proved to be a vital buffer to the pandemic shocks<sup>6</sup> and present a vast transformational potential

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<sup>3</sup> Communities vs climate change <https://www.newlocal.org.uk/publications/communities-climate-change/>

<sup>4</sup> Moving beyond 'Informing' and 'Consultation' and supporting cities to reach the highest level of [Arnstein's Ladder of Citizen Participation, that of 'citizen control'](#).

<sup>5</sup> The commons are three things at the same time: a resource (shared), a community (which maintains them) and precise principles of autonomous governance (to regulate them). These are very concrete things, which do not exist naturally but are the result of alliances between several parties. "There is no commons without commoning" (Michel Bauwen's quote in <https://www.resilience.org/stories/2019-10-29/every-time-a-civilization-is-in-crisis-there-is-a-return-of-the-commons/>)

<sup>6</sup> For more details on how localised solidarity and collectivity lessened the devastating impacts of the pandemic on the most vulnerable, please see: <https://carboncopy.eco/blog/lucy-stone-commoning-our-way-through-the-climate-crisis>

in the recovery, but they need institutional support to demonstrate their effectiveness as alternative and/or complementary actors in decision-making and service provision, currently controlled by governmental bodies and private entities.



This research project will provide practical tools and approaches in line with the priority areas identified by cities:

- Designing policies that benefit the people and their local economies
- Co-governance of resources and democratisation of decision-making
- Community ownership and co-financing of city climate action
- Co-designing public and commons spaces with communities

### 3. Key activities and deliverables

The successful bidder will be required to:

- a) Conduct groundbreaking **research analysis and recommendations** on how city governments can better enable and empower communities and benefit from increased collaboration; in which they will:
  1. Explore the relevance and perceived value of community-led climate action to local governments, and investigate the barriers they face in supporting and working with local change agents. This is to be delivered through qualitative and, where relevant, quantitative research, including interviews with city officials and representatives of community-led initiatives across a diverse array of cities in the Global North and South.
  2. Assess the applicability of different methods and approaches, such as the ones proposed under Section 3, in city contexts across regions. Develop an evidence base by compiling relevant examples of local governments enabling and collaborating with local communities for equitable climate action. Examine the benefits and limitations/risks of each approach as well as ways to overcome barriers/gaps cities face in supporting and scaling local initiatives.
  3. Map out levers of power, barriers for cities, challenges and recommendations to land on a set of principles and actions that city governments can take to enable and empower community-led climate action, and increase collaboration.
- b) Develop a **standalone executive summary and/or policy paper** on the benefits of facilitating community-led action and partnerships to be shared with mayors, policymakers and urban practitioners via outlets such as C40 Centre for Climate Policy and Economy Journal.
- c) Create **engaging graphic designs and formats** of the a) and b) outputs, ready for online dissemination with C40 audiences.

- d) Participate in the NEIF-ICA joint **webinar** for C40 cities in order to present key findings and recommendations from the research.



### **Guiding research questions:**

1. How are cities instigating, supporting and qualifying outcomes of community-led action/partnerships to accelerate delivering on cities' inclusive climate action goals? What initiatives/actors do cities already support and/or collaborate with? Are there new forms of community-led action cities could engage with more closely?
2. What are the benefits of such initiatives? What are the barriers to cities enabling such initiatives? Are there regional/political/cultural/organisational or governance aspects to how cities approach such collaborations? What governance, legal, cultural, financial, institutional barriers limit cities in this work, and how have cities overcome these?
3. How do community-led climate action and/or projects led with the principles of economic democracy uniquely contribute to the reduction of GHG emissions and/or climate risk? How does it specifically address emissions from consumption activities and enable sustainable lifestyles?

These research questions serve as overall guidance for the development of the proposal and will be refined in collaboration with the service provider at the project inception phase.

Based on previous feedback from cities and desktop research, C40 has already identified the following mechanisms and approaches that this research could help unpack further. This is not an exhaustive or prescriptive list and will be shaped by the research itself:

1. **Collaborative, shared governance models** (e.g., Public-Common Partnerships (PCP)<sup>7</sup> and regulatory frameworks such as the Bologna Regulation<sup>8</sup>)

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<sup>7</sup> "PCPs offer an alternative institutional design that moves us beyond the binary of market/state, by involving co-ownership between appropriate state authorities and a Commoners Association, alongside co-combined governance with a third association of project specific relevant parties such as trade unions and relevant experts. PCPs emerge as an overlapping patchwork of institutions that respond to the peculiarities of the asset and communities concerned, the scale at which the PCP will operate (eg. a city wide energy production or the commercial activity on high streets), and the individuals and communities that will act together as commoners." (<https://centerforneweconomics.org/newsletters/public-common-partnerships/>)

<sup>8</sup> In Bologna, a collaborative institutional design was conceived and integrated into the city's legal framework as the '[Bologna Regulation](https://www.shareable.net/german-citizens-invest-in-a-sustainable-local-food-system-with-regionalwert-ag/)', enabling the local authorities and communities to manage and co-create the city's spaces and assets. (<https://www.shareable.net/german-citizens-invest-in-a-sustainable-local-food-system-with-regionalwert-ag/>)

2. **Co-financing/funding approaches** (e.g., Community Wealth Building<sup>9</sup>, Community Wealth Funds<sup>10</sup>, Common Urban Assets<sup>11</sup>)
3. **Enabling conditions** (e.g., leasing or transferring spaces/land/assets for community-run initiatives such as repair cafes, community gardens, municipal roofs for energy communities)
4. **Policy levers** (e.g., adapting existing policies on clean energy, housing, food, etc. to include policy measures that actively support/enable community-led action, common ownership and local businesses)



## 4. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **6pm GMT, 24 January 2023**. Any proposals received after this date and time will not be accepted. All proposals should include clear timetables, detail how you propose to work with C40 and the team's experience in this topic, and outline clear costs and resourcing.

### Essential requirements

When submitting a proposal, the following should be included and clearly described:

- Relevant information about the service provider and contact details
- How your proposal and services will meet the project objectives, in reference and alignment with the project scope and deliverables
- A timeline, indicating the different stages, milestones and contact with C40 – adequate review periods should be included
- An overview of expertise and experience on the topic of community-led urban climate action, shared urban governance and city soft powers, cities' roles in facilitating community-led initiatives, localisation and consumption-based emissions reduction, including references to previous experience working with communities.

<sup>9</sup> Locally owned and socially minded enterprises are more likely to employ, buy and invest locally. For this reason, community wealth building seeks to promote locally owned and socially minded enterprises by promoting various models of enterprise ownership that enable wealth created by users, workers and local communities to be held by them, rather than flowing out as profits to shareholders. (<https://www.rethinkingpoverty.org.uk/new-economic-models/the-five-clear-principles-of-community-wealth-building>)

<sup>10</sup> Community Wealth Funds, such a recently launched IIPP work in London Borough of Camden, are mechanisms and ways to direct value creation, generate revenue and re-distribute funding to advance just, sustainable social and economic change. ([https://www.ucl.ac.uk/bartlett/public-purpose/sites/bartlett\\_public Purpose/files/iipp\\_camden\\_report\\_digital\\_singpage.pdf](https://www.ucl.ac.uk/bartlett/public-purpose/sites/bartlett_public Purpose/files/iipp_camden_report_digital_singpage.pdf))

<sup>11</sup> Such as Citizen Assets in Barcelona: The Citizen Assets programme for community use and management provides the conceptual and regulatory framework adopted by Barcelona City Council to strengthen, support and promote experiences of this type. It is based on the logic that public things (municipal property) can become communal (citizen patrimony) through new forms of shared management and interaction. This legal framework confers regulatory and administrative protection and weight on the management of what is known as "common urban assets." (<https://ajuntament.barcelona.cat/participaciocitadana/en/citizen-assets#:~:text=In%20the%20city%20of%20Barcelona.variety%20of%20participatory%20management%20models>)

- An overview of the project team and outlining key roles and responsibilities of each team member (if applicable)
- Work approach and coordination with C40, specifying required input and resources
- Clear cost break-down structure and explanation of expenses - please see Section 7 “Project budget” for more details.
- Any risks and assumptions made in planning this work - where risks are identified, appropriate alternatives and mitigation strategies should be outlined.



### Optional criteria

Bidders are encouraged to include evidence or references of their relevant expertise, ideally including, but not limited to:

- Motivation about collaborating with C40 and understanding of cities’ role in enabling and instigating community-led climate action and partnerships
- Examples of previous relevant work of a similar scale and structure, explaining the output and impact created, as concrete as possible. References from previous clients are welcome, as well as any links to websites where previous work can be seen.
- Description of internal guidelines that show the commitment to a healthy and inclusive working environment.

Please note: Proposals should be written in English, saved in pdf format and should not exceed 5 pages of text. Reference material may be placed in annexes. CVs should not exceed 2 pages.

All documentation should be provided in an editable and portable document format, compatible with computer software used by C40 and C40 cities. Editing, formatting and presentation of electronic files should be of a consistent, professional and publishable standard. All documentation to be shared with cities or other external partners will feature C40’s and the service provider’s name and logo as agreed by the two parties. All project deliverables, content and intellectual property will be owned by C40.

Contract terms and conditions will be negotiated upon selection of the winning bidder for this RfP. All contractual terms and conditions will be subject to review by C40’s legal department and will include scope, budget, schedule and other necessary items pertaining to the project.

### **Supplier Diversity**

C40 is committed to supplier diversity and inclusive procurement through promoting equity, diversity and inclusivity in our supplier base. We believe that by procuring a diverse range of suppliers, we get a wider range of experiences and thoughts from suppliers and thus are best able to deliver to the whole range of our diverse cities and the contexts that they operate within.

We strongly encourage suppliers (individuals and corporations) that are diverse in terms of size, age, nationality, gender identity, sexual orientation, majority owned



and controlled by a minority group, physical or mental ability, ethnicity and perspective to put forward a proposal to work with us.



Feel welcome to refer to C40's Equity, Diversity and Inclusion Statement as supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.

## Contract

Please note this is a contract for professional services and not a grant opportunity. Organisations unable to accept contracts for professional services should not submit bids. The work will be completed on the [C40 Standard Service Provider Agreement](#)

These terms and conditions are non-negotiable. Organisations unable to accept them as drafted should not submit bids in connection with this opportunity.

If C40 is unable to execute a contract with the winner of this competitive process, we reserve the right to award the contract to the second highest Potential Supplier.

## Joint bids and subcontracting

We invite organisations or individuals to submit joint bids but C40 can only contract with the leading party of the consortium. Bidders are requested to indicate who the leading party is in the project proposal.

If the organisation submitting a proposal needs to subcontract any work to meet the requirements of the proposal, this must be clearly stated. All costs included in proposals must be all-inclusive of any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organisations being contracted.

## 5. RfP and Project Timeline

### RfP Timeline:

RFP Timeline	Due Date
Request for Proposals sent out	16 December 2022
Questions submitted to C40	9 January 2023
C40 responds to questions	13 January 2023
Deadline for receiving offers	24 January 2023
Evaluation of proposals	25-31 January 2023



<b>Project Timeline</b>	<b>Due Date</b>
Kick-off meeting	<i>February 2023</i>
Researchers draft work plan	<i>TBD February 2023</i>
Confirm work plan	<i>TBD February 2023</i>
Commence research	<i>TBD February 2023</i>
1st draft for comments	<i>TBD April 2023</i>
2nd draft for final comments	<i>TBD April/May 2023</i>
Final submission of the research	<i>TBD May 2023</i>

## 6. Proposal Evaluation Criteria

As the key objective of the research analysis is to help cities gain an in-depth understanding of how they can better enable and empower communities and benefit from increased collaboration, the ideal service provider will have substantial and demonstrable knowledge of community-led urban climate action, shared urban governance and city soft powers, as well as localisation, consumption-based emissions reduction, and cities' roles in facilitating or partnering with community-led initiatives.

This work may be undertaken by an individual or a team. The team may consist of individuals from different organisations. All project team members must be included in the proposal.

Upon receipt of proposals, the C40 will evaluate the proposals against the following criteria. The contract will be offered to the bidder with the highest overall score.

### **Proposals will be evaluated against the following criteria**

<b>Evaluation Criteria</b>	<b>Weighting</b>
Relevant expertise and understanding of topics outlined in the proposal; including references of previous projects and methods used and discussion of how this knowledge will be applied, and possibly expanded upon in this project	40%

Robustness of the project delivery proposal and description of how the requirements listed in the project scope will be addressed	30%
Project management - ability to deliver outputs to time and quality	20%
Cost reasonableness in the project proposal and budget breakdown	10%



## 7. Project Budget

The proposal should indicate a cost break-down structure, outlining the costs for each component of the analysis (based on the break-down of deliverables in Section 3). All costs included in the proposal must be all-inclusive, including any VAT, copyright or bank fees, etc. Costs should be stated as one-time or recurring costs. C40 does not pay contractors more frequently than once per month.

Total project costs (incl. VAT and other ‘hidden’ costs) should not exceed **\$ 45,000 USD**.

All costs incurred in connection with the submission of this RfP are non-refundable by C40.

## 8. C40 Policies

C40 expects third parties to be able to abide by these C40 policies:

- Ethical Business Conduct Policy [here](#)
- Environmental Policy [here](#)
- Equity , Diversity and Inclusion Policy [here](#)
- Safeguarding Policy [here](#)
- Whistleblowing Policy [here](#)

## 9. Submissions and questions

Each Potential Supplier must submit 1 copy of their proposal to the email addresses below by **6pm GMT 24 January 2023**:

- Monika Milewska, Manager, New Economies and Innovation Forum, [mmilewska@c40.org](mailto:mmilewska@c40.org)

- Krisztina Campbell, Technical Assistance Manager, Inclusive Climate Action, [kcampbell@c40.org](mailto:kcampbell@c40.org)



Please also direct any questions regarding this project to these addresses by **6pm GMT 9 January 2023**.

## Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for this RFP.

Neither the issue of the RFP, nor any of the information presented in it, should be regarded as a commitment or representation on the part of C40 (or any of its partners) to enter into a contractual arrangement. Nothing in this RFP should be interpreted as a commitment by C40 to award a contract to a Potential Supplier as a result of this procurement, nor to accept the lowest price or any tender.

## Appendix

### Questions and Answers

- 1. The brief mentions that the proposal requires to be no more than 5 pages. Could you please confirm if we could present our proposal on a different paper size (A3/A2/A1) or in the form of a PowerPoint presentation?**

#### Answer

Bidders have discretion in terms of formatting content of the proposal but it must be submitted as a 5-page PDF as specified in the RFP.

- 2. For 3a (page 5), can you be more specific about what form the deliverable will take as well as what length in terms of number of pages it should be? Or is the information gathered for part A solely for the use of informing part B? Part C makes it seem like Part A and B are separate external deliverables.**
- 3. Approximately what length in terms of number of pages is expected for section 3, part b?**
- 4. What is the estimated length of the research analysis and its recommendations (compared to the executive summary/policy paper)?**

#### Answer to 2,3,4

Part A describes the research report, which is the main deliverable (format: pdf, length: ~up to 60 pages); first draft for review is expected to be submitted in a doc format.

Part B is the executive summary of part A and/or a short policy paper summarising the key findings of Part A so that city officials have a short, concise resource to read and/or present to city leadership/partners/etc. (format: doc/pdf, length: ~2-4 pages, first draft for review is expected to be submitted in a doc format.

Part C refers to engaging graphic design (format: graphic design of the full report and the exec summary/policy paper).



- 5. Approximately how many interviews do you expect for section 3, part a.1.?**
- 6. How many interviews are expected to be conducted during the study? Will the C40 team participate in identifying the interviewees or is the bidder expected to suggest who will be invited to the interviews?**

#### **Answer to 5,6**

The winning bidder would be expected to conduct ~8-12 interviews, including city officials, experts and representatives of community-led initiatives across regions but this number is negotiable at this stage and will depend on the agreed research methodology between C40 and the service provider. Ideally, bidders would address their expected interview approach and number of interviews in the proposal.

The winning bidder would be expected to identify interviewees, but C40 can support with reaching out to our network of city officials.

- 7. How many of the mechanisms and approaches identified by C40 are expected to be explored and unpacked further by this research?**

#### **Answer**

The number of mechanisms and approaches is not predetermined as we will discuss in more detail with the successful bidder how the suggested list can be best analysed depending on the research methodology they propose. As there's also considerable overlap between the categories and examples, we hope to explore most mechanisms and approaches, but this list is not exhaustive or prescriptive and we welcome suggestions from bidders as to how best to answer the guiding research questions based on conceptual and empirical research.

- 8. Can we push all start and delivery dates back by 4 to 6 weeks based on current project staff availability?(keeping the duration of time the same)**

#### **Answer**

C40 prefers to start this project immediately upon selection but will review alternate timeline suggestions as long as the project is completed by the proposed timeline. Bidders who wish to propose alternate timelines must outline those and make the case for their need as well as address if they can or cannot meet the timeline stipulated in the RFP.

- 9. Is there a limit to the amount of infographic material that could be included (excluding the text).**

There is no limit to the amount of infographic material. All infographics have to be referenced accordingly and explained clearly in the text.

- 10. Is it possible to carry out the analysis remotely or does C40 expect to have regular live meetings with the service provider?**

The analysis should be carried out remotely but C40 would like to establish regular online check-ins with the service provider (the meeting schedule will be agreed between the two parties at the beginning of the project). In-person meetings are not expected and no travel is necessary for this project.



**11. Is the analysis expected to cover multiple regions/continents to the same/similar level of detail? Can regions with a longer history of engaging with the topics/more case studies feature more heavily in the report?**

As an international network of cities, any C40 knowledge outputs should be as applicable in multiple regional and political contexts as possible. The winning bidders should strive to investigate and highlight community-led approaches, models and mechanisms found across a diverse array of cities in the Global North and South. We recognise that it may not be possible to get the same level of detail for all regions, and ask the bidders to make every effort for robust coverage and address why coverage may vary.

Given the cutting-edge nature of this research, we also suggest reviewing case studies from C40 Innovator Cities:<sup>12</sup> Amsterdam, Auckland, Austin, Copenhagen, Freetown, Heidelberg, New Orleans, Oslo, Portland, Rotterdam, Stockholm, Vancouver.

**12. Are the community-led initiatives analysed expected to tackle the climate crisis as a whole or be engaged in more specific/sectoral work?**

The research analysis should demonstrate how community-led climate action and/or projects led with the principles of economic democracy uniquely contribute to the reduction of GHG emissions in cities, specifically addressing emissions that derive from urban consumption<sup>13</sup> (i.e. across food, transport, and buildings and energy sectors). The goal of this research is to investigate how cities can accelerate the delivery of their net zero and resilience targets while simultaneously enabling democratic city governance and greater agency from city residents.

**13. Reference style and C40 design guidelines**

- We use abbreviated [Harvard](#) reference style.
- Use endnotes (not footnotes), always after punctuation, and with numbers instead of Latin numerals. When using more than one in the same sentence, separate with a comma then gap (e.g. ... end of sentence.<sup>1,2</sup>).
- Follow a concise referencing structure including the following information for each type of resource, adding a relevant hyperlink wherever possible. Here are examples:
  - **Academic journal:**  
Liang, D. et al. (2020) [Urban Air Pollution May Enhance COVID-19 Case-Fatality and Mortality Rates in the United States](#). *The Innovation*, 1(3): 100047.

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<sup>12</sup> C40 Innovator Cities are C40 member cities that show exceptional climate leadership at the global level, but do not meet the population/size criteria of a Megacity.

<sup>13</sup> Demand-induced emissions may occur inside or outside of the city's boundary, are commonly referred to as consumption-based emissions (CBE).



- **Organisation report:**  
World Resources Institute (2021) [Public international funding of nature-based solutions for adaptation: a landscape assessment](#).  
**[When specific author(s)]** Nowak, D. J. and Heisler, G. M. (2010) [Air Quality Effects of Urban Trees and Parks](#). *National Recreation and Park Association*.
  - **Media** website/blog/press release (include specific date):  
Borunda, A. (2021) [Gas heat and stoves are warming the climate. Should cities start banning them?](#) *National Geographic*, 2 April.  
Mathis, W. and Rathi, A. (2021) [Europe's Energy Crisis Shows the Downside of Fossil Fuels](#). *Bloomberg Green*, 13 September.  
Mayor of London (2021) [Mayor prioritises walking, cycling and urban greening](#). Press release, 18 October.
  - **Book:**  
Berners-Lee, M. (2021) *There is No Planet B*. Updated edition. *Cambridge University Press*.
- Wherever possible, include the hyperlink to a hosting page instead of the PDF document.
  - Use (no date) instead of the year if no date provided.
  - Do not use *Ibid.* (references may change order in the edit). Instead, repeat the whole reference each time.

For design guidelines please refer to [C40 Brand Guidelines](#).