



C40 City-Business Climate Alliance (CBCA) Montréal Workshop Summary Report

Workshop Overview

On the 17 and 18 of June 2025, C40 Cities held a City-Business Climate Alliance (CBCA) Workshop for US and Canadian cities in the MEM - Centre des Mémoires Montréalaises, in Montréal, Canada. We brought together climate and economic development leaders from 13 cities, along with local sustainability leaders from businesses and NGOs, for a 2-day workshop focused on city-business climate collaboration. The workshop was led by C40 Cities, in partnership with the City of Montréal, the Trottier Family Foundation and the Montréal Climate Partnership.

Workshop Goals

- To help climate and economic development professionals from US and Canadian cities feel confident and empowered to collaborate with local businesses on climate action.
- To make participants more aware of the formal and informal powers they have to engage, support, regulate and collaborate with the local private sector on climate change issues.
- To inspire cities to initiate their own business climate alliances, based on the Montréal Climate Partnership model.
- To build strong relationships and a sense of camaraderie between cities in the US and Canada, so they share ideas through the CBCA Forum (or independently) after the workshop.

Workshop Participants

Cities

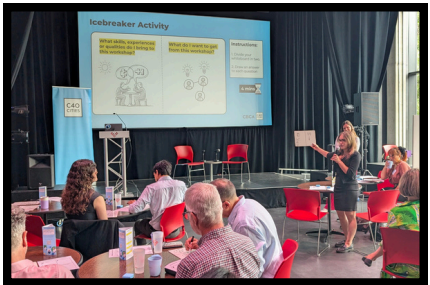
- Boston
- Calgary
- Los Angeles
- Miami
- Montréal
- New Orleans
- New York City
- Philadelphia
- Phoenix
- San Francisco
- Toronto
- Vancouver
- Washington DC

NGOs & Businesses

- C40
- Trottier Family Foundation
- Montréal Climate Partnership
- Copticom
- Foundation of Greater Montréal
- Greater Montreal Climate Fund
- AB EcoTrust



Above: The MEM - Centre des mémoires montréalaises. **Below:** Participants speaking in the workshop.



Key Takeaways

Many cities are already taking bold steps to engage, support, influence and collaborate with the private sector to deliver their climate action plans. Though there is a wide variation in cities' approaches to collaboration with businesses on climate, 6 key lessons emerged at the workshop:

1 Cities should **consult & collaborate** with businesses on climate policies

Private sector green solutions are advancing at a fast pace. Cities should make the most of business expertise by consulting them in the creation of their climate plans, sectoral policies, and investment strategies. Businesses can give constructive feedback on how policies will affect them, make suggestions on how to best implement policies, and act as advocates if a city faces backlash. By knowing the city government's ambitions, businesses can better predict and prepare for changes.

2 **Trust and predictability** are key to addressing complex climate problems

Building trust between city governments, businesses and other community stakeholders is essential to solving complex climate problems, but it isn't always simple. Cities are often wary of greenwashing and following tight engagement rules, while businesses want to know they are investing their time wisely and will see results quickly. Setting joint goals, organising regular engagement, and tracking progress are key to building trust long-term.

3 **Small businesses need help** to reduce emissions and prepare for climate risks

Small and medium-sized enterprises (SMEs) make up 90% of business globally, employ 70% of the world's workforce and contribute over 50% of global GDP. Many small businesses are just 1 climate disaster away from closing down forever and face additional barriers to taking climate action including finance, skills, time, tools, resources and access to networks. Cities can play a vital role in convening SMEs with larger businesses to provide a space for learning and sharing tools and resources.



4

Cities can **accelerate climate innovation** in a variety of ways

Climate Innovation Hubs that cluster and support green businesses are popping up in many cities such as Vancouver, San Francisco, Miami and Los Angeles. Cities can encourage a healthy climate entrepreneurship ecosystem by creating incubator/accelerator programmes, reducing regulatory hurdles, aiding in pilot opportunities, and supporting local permitting and relocation. They can also use city-owned land to create physical spaces that focus on climate entrepreneurship. Financial support such as subsidies, tax breaks or up-front investments will accelerate the growth of homegrown green businesses.

5

Many **businesses want to take place-based climate action** - don't miss out!

Many businesses have their own climate and social responsibility targets to meet and want to work with other local stakeholders to deliver on these. Cities - don't miss out on this - act as a convenor and work with them to set a clear vision for how your local area will transition to net zero. Businesses can offer their time, expertise and money to help make the communities in which they operate cleaner, greener and more resilient.

6

City decarbonisation policies are already **influencing & shaping markets**

Bold city decarbonisation policies such as strict building emissions standards, low-emission zones and zero-emission construction policies are already shaping local markets, giving an advantage to those cities where solutions are tested and then exported to other cities. Set a clear demand signal to the business community and they will respond with creative solutions.

Summary

There are many ways in which cities can work with businesses locally to reduce emissions, increase resilience to climate risks and grow the green economy. By setting a clear ambition and collaborating with local business leaders, cities can galvanize support from the local business community for their climate action plans.

Read on to learn about the insights from each of the different sessions of the CBCA workshop in Montréal.

Programme of Activities

Day 1 - Tuesday

09.00-09.30 30 mins	Coffee and Networking
09.30-09.40 10 mins	Welcome to the Workshop
09.40-10.00 20 mins	Fireside Chat: Kate Johnson and Sidney Ribaux
10.00-10.15 15 mins	Presentation: Why is public-private collaboration on climate issues important?
10.15-11.00 45 mins	City Interventions and Influencing Businesses
11.00-11.30 30 mins	Coffee Break
11.30-12.30 60 mins	Raising ambition and driving action through leadership programmes, climate planning and policy engagement
12.30-14.00 90 mins	Lunch Site Visit to Maison du Développement Durable
14.00-15.00 60 mins	Growing the green economy locally and workforce development
15.00-15.45 45 mins	Urban climate innovation ecosystems and supporting market development
15.45-16.15 30 mins	Coffee Break
16.15-17.15 60 mins	City Challenge Clinic
17.15-17.30 15 minutes	Day 1 Reflections
19.00-21.00 120 minutes	Group Dinner

Day 2 - Wednesday

09.00-09.30 30 mins	Coffee and Networking
09.30-09.40 10 mins	Welcome
09.40-11.00 80 mins	Governing the climate transition locally: CBCA partnerships Montreal Climate Partnership: Presentation and Panel Discussion
11.00-11.30 30 mins	Coffee Break
11.30-12.20 50 mins	Collective advocacy and market signals
12.20-12.30 10 mins	Wrap-up and Reflections
12.30-13.30 60 mins	Lunch
13.30-17.30 210 mins	Site visit: Climate innovation and sustainable development in Montréal Technopole Angus & Place Fleurs-de-Macadam Park



Left:
Participants engaging in the activities at the CBCA workshop.

Why is city-business climate collaboration important?

City governments directly control only a small portion of the city's total emissions. This means they must work beyond their direct powers to engage, influence, support and collaborate with private actors to achieve their climate goals.

There are a myriad of ways in which cities can influence the private sector - such as using municipal procurement to create demand and shape markets, or setting regulation that compels businesses to prioritise sustainability.

Many businesses are also setting climate targets in response to growing climate risk, consumer demand for sustainable goods and services, employee or shareholder activism, and other pressures.

Better collaboration between cities and businesses has the potential to reduce emissions and climate risk on a scale greater than they could manage alone, achieving better outcomes and bringing mutual benefits.

Collaboration in difficult political and economic contexts

The workshop was a timely discussion given the challenging political context in North America for climate action. Many cities in the US are facing funding cuts, legislative action against their climate efforts, and a hostile environment for taking forward their climate work. America is All In found that if states, cities and businesses worked together on climate action, then even without federal leadership, the US NDC may still be achievable. However, this collaboration and ambition does not just happen without intentional leadership, and efforts like CBCA can provide a path to delivery.



Above: Workshop participants stand united in action at the Maison du Développement Durable in Montréal.

As US cities look to partner with businesses to maintain momentum and fill funding gaps, Canadian cities have also been impacted by the broader political context. There is an increased need to emphasise local economic growth and competitiveness when working with Canadian businesses. For Canadian cities based in oil-producing regions, collaborating with businesses on ensuring a green and just transition is absolutely necessary.

Across the region, it was clear that working with businesses on place-based climate action is an attractive route to ensure momentum and implementation throughout changing political contexts.

Spotlight on our host city: How is Montréal collaborating with the private sector to achieve its climate goals?

The GHG emissions from Montréal's municipal activities account for less than 2% of the community's total emissions. About half of community emissions come from sectors for which the city has partial jurisdiction like Buildings (residential, commercial and institutional) and road transportation. The rest of emissions come from sectors for which the city has little or no jurisdiction, like industry and air transport.

Despite this huge challenge, Montreal has developed a Climate Plan that sets a bold path toward carbon neutrality by 2050 and aims at cutting GHG emissions by 55% by 2030. Key actions include expanding public transport, phasing out fossil fuels in buildings and increasing green spaces, as well as reducing food waste, all of which promote resilience and inclusivity.

Montréal is also becoming increasingly susceptible to natural disasters such as severe flooding events. To address this issue, the City has developed and implemented green infrastructures ranging from sponge parks to curbside extensions allowing to capture and retain water overflow during heavy rainfall. These nature-based solutions not only help mitigate flood risks but also enhance urban biodiversity, improve air quality, and create more resilient and livable public spaces for residents.

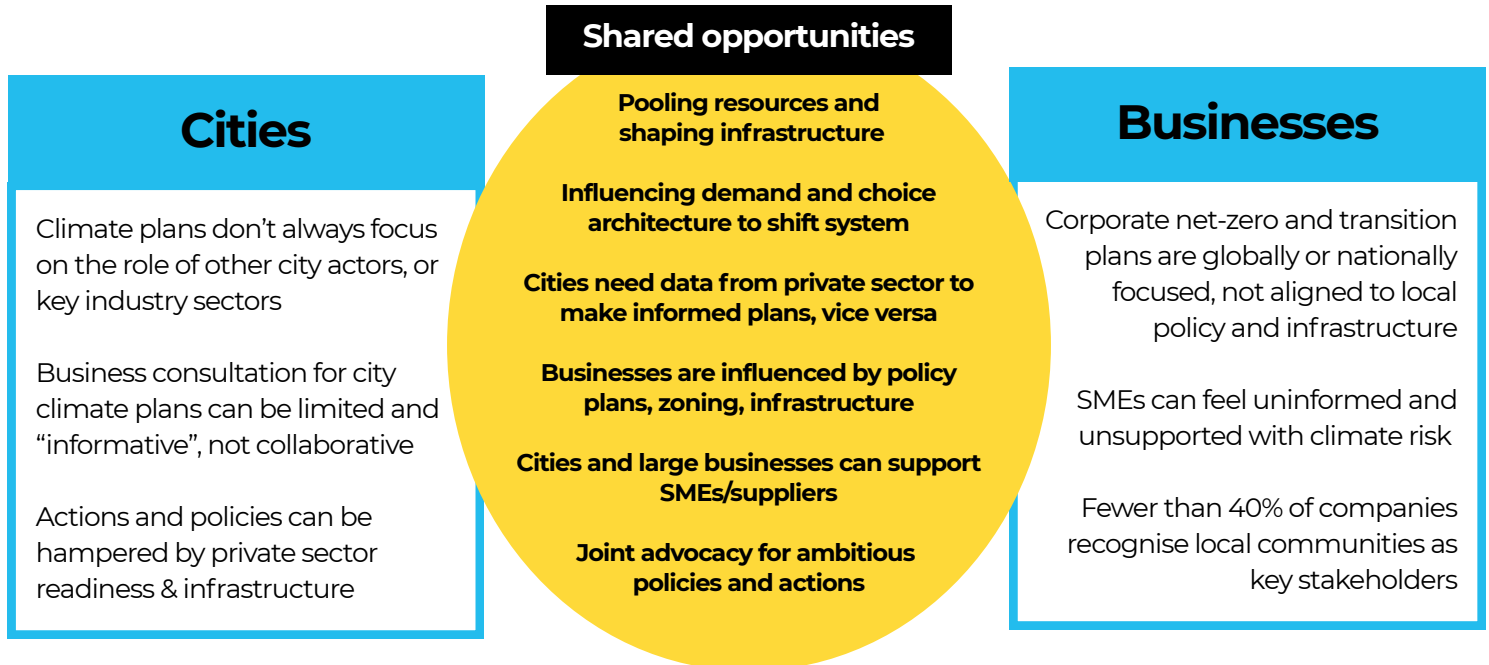
The City also played a key role in launching the Montréal Climate Partnership (MCP) in 2018–2019, which has spearheaded numerous initiatives including the Montréal Climate Summit, an annual gathering that brings together leaders from across sectors to accelerate the city's climate transition. It serves as a key platform for sharing solutions, tracking progress, and announcing new commitments to reduce emissions and build a more resilient, inclusive city. Read more about the MCP on page 11.



Above: Kate Johnson & Sidney Ribaux discussing Montréal's climate leadership

We need to align locally, and stop working in parallel

Cities and businesses too often work in parallel to try and achieve similar goals. For example, a city might create a climate action plan (CAP) with minimal business input, and a business might launch a net-zero strategy without understanding the city's infrastructure plans or policy ambitions. This leads to misaligned goals and missed opportunities for joint investments in climate action. See some examples below of shared opportunities.



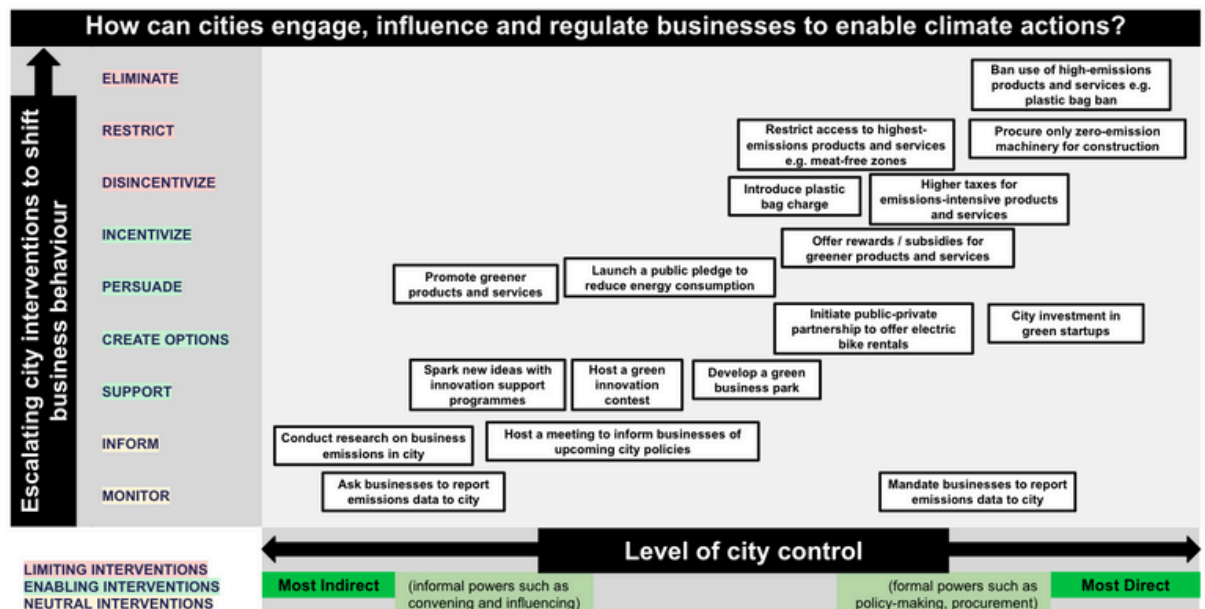
How can cities engage, influence and regulate businesses to enable climate actions?

In the next session, participants explored the direct and indirect powers that cities have to engage, influence and regulate the private sector, in order to enable climate action. Participants placed "intervention cards" on the graph below, depending on the directness of city control, and the type of change the intervention intended to effect. The exercise was particularly interesting because different groups of participants came to different conclusions. For example, some groups were optimistic about how much power cities have to influence private sector behaviour, while others were cautious that regulation without proper incentivisation can impede certain actions.

Right: An example of a completed graph with city interventions.

The Ladder of Intervention is a way of thinking about the sequence of actions and the power of one entity to change the default choice and behaviour of another entity.

The Y axis shows an adapted version of the Ladder of Intervention with the escalating ways in which cities can intervene to influence or change the default behaviour of businesses.



How can cities use leadership programmes, climate planning and policies to drive business decarbonisation?

In this session, we explored how cities are already influencing business decarbonisation through policy, leadership programmes and joint climate planning.

New York

The NYC Mayor's Office of Climate & Environmental Justice (MOCEJ) works to protect New Yorkers from climate change and extreme weather by creating and advancing policies, programs and projects that secure the city, while making critical infrastructure cleaner and more reliable. From its innovation programmes to ambitious policies and business decarbonisation challenges, MOCEJ is using a broad suite of approaches to reduce NYC business emissions.

LL97 and the NYC Carbon Challenge

As part of the Climate Mobilisation Act, NYC introduced Local Law 97 (LL97) as a first-of-its-kind legislation that places emissions limits on New York City's large buildings. It requires most buildings over 25,000 square feet to reduce emissions by 40% by 2030 and achieve net-zero emissions by 2050. The NYC Carbon Challenge is a voluntary leadership initiative and a public-private collaboration between MOCEJ and members of the private sector who commit to decarbonising buildings in their portfolio. 105 organisations (representing 9.5% of NYC buildings) are in this program, working toward reducing emissions, delivering pilot projects, hosting events and exploring solutions to challenging topics such as embodied carbon in construction.

NYC Plant-Powered Carbon Challenge

This Challenge is New York City's first food and climate initiative for private sector institutions to lead the way in building a more sustainable food system by committing to reducing food-based carbon emissions 25% by 2030. They have already worked with 30+ universities, hospitals and businesses to cut food waste, source local produce and helping customers make healthier, more sustainable food choices.

Boston

The City of Boston has high ambitions when it comes to addressing climate justice, resilience, decarbonisation and the energy transition. From setting strong policies to giving ambitious business leaders recognition with the Boston Climate Leader Awards, Boston has a strong history of supporting and collaborating with businesses to achieve their climate goals.

BERDO

The Building Emissions Reduction and Disclosure Ordinance (BERDO) is a building decarbonization policy that addresses Boston's largest source of emissions. Existing buildings contribute 70% of the total community-wide emissions in Boston. BERDO requires medium and large buildings in Boston to progressively reduce their greenhouse gas emissions over time to achieve net-zero emissions by 2050. By complying with BERDO, just 5% of buildings in Boston could collectively reduce city-wide emissions by nearly 40%.

Boston Green Ribbon Commission

The mission of the Green Ribbon Commission is to accelerate the implementation of the City's Climate Action Plan by convening, organizing, and enabling leaders from Boston's key sectors. There are 36+ members across financial sectors, healthcare, real estate industries, academic institutions, etc. Read more about the Boston Green Ribbon Commission [here](#).

Climate Innovation RFI

In 2024, Boston launched a request for innovation (RFI) to get input from emerging businesses that are trying to tackle the City's core climate challenges, including: building decarbonization, climate resilience, energy transformation, and clean transportation. Over 50 climate tech startups provided insights on the challenges they face and recommendations for how the City can enhance collaboration, streamline processes, and create opportunities for innovation. Read more about city climate innovation on page 9.

Lunch Tour: Maison du Développement Durable

For lunch break, the group took a trip around the corner to visit the Maison du Développement Durable (MDD). The MDD was built as a cultural co-working hub for sustainable development in Montréal. It was the first LEED Platinum building in Montréal, has a green roof to cool the building and uses grey water throughout all of the toilets. Sustainability has also been considered in the business management of the building. Only sustainability-focused NGOs and businesses are housed there, and many sustainability-focused events take place throughout the year.



How can cities grow the green economy locally and create green and equitable futures for the workforce?

In this session, we explored how cities are working to grow the green economy locally and create green jobs. We heard from three cities who are taking bold steps to assess skills gaps, engage employers and increase green jobs:

Philadelphia

In Philadelphia, 70% of single family homes are not well sealed/insulated, creating a significant energy burden on lower income Philadelphians. The city, therefore, decided to conduct an energy efficiency, affordability, and decarbonization landscape assessment, which helped them realise that before they set policy, they need to build the workforce to implement it. Philadelphia's current clean energy workforce is 6,645 jobs (0.8% annual growth).

The government want to expand the workforce equitably, but there are currently many barriers constricting the size of the workforce e.g. the traditional trade workforce are aging/retiring, hard to compete on salary in the city with surrounding counties, need to build soft skills, residential market is uniquely challenging (aging housing stock, deferred maintenance, less union presence). The city has so far mapped the Clean Energy Workforce Ecosystem and engaged stakeholders in the strategy development, in order to build relationships for implementation.

Toronto

Toronto has ambitions to achieve a 65% reduction in emissions by 2030, and net-zero by 2040. For Toronto, the challenge they face isn't a lack of technology—it's skills shortages in the workforce to install heat pumps, retrofit buildings, and expand solar energy. Following a deep dive into the TransformTO strategy, the economic development team found a huge gap between the current skilled workforce and demand, as well as a huge economic opportunity for training institutions and businesses. Take Solar PV installation for example, to meet their 2040 targets, Toronto would need to see an 18.6% annual growth rate in installations compared to the current rate of 2.9%. In 2021, Toronto had 91 Solar PV installers, by 2040 Toronto will need 35,000 to meet demand.

To meet this expected shift in workforce skills, the Toronto government is now working with the business and academic sectors (post-secondary) to recommend how to develop training programs. They have also organised a Green Careers Hackathon/Workforce Summit and bike mechanic training workshops.

Vancouver

In 2019, Vancouver committed to reduce Vancouver's emissions by 50% by 2030. Under the new Mayor, a new Business and Economy office was created in 2024 to ensure that the City's regulations, policies, processes, and programs are designed to support and to minimize obstacles for local businesses, and to attract investment. To meet Vancouver's climate goals, the Business and Economy office is supporting existing industries (local film, television and music) to green their practices and helping to grow new green economy sectors. In collaboration with the Zero Emissions Innovation Centre (ZEIC), Vancouver has identified a huge green economy potential for Vancouver. They will need 7,900 green-building related jobs over the next 10 years, a task which requires 1/3 of workers to learn new skills.

How can cities grow urban climate innovation ecosystems and support market development?

In this session, we explored the policies, programmes and investments cities are making to support the climate innovation ecosystem and to grow cleantech markets locally. We heard from three leading cities:

Miami

As a low-lying, coastal city in South-East US, Miami is highly susceptible to coastal flooding and extreme heat. During hurricane Irma the financial and business district was submerged under about 4 feet of water. Since Hurricane Irma, the city has worked together with Miami-Dade County and the City of Miami Beach to develop the Resilient 305 plan, in order to protect and increase resilience across the Great Miami area. As part of this plan, Miami has been working with local entrepreneurs to increase coastal defences. For example, they have contracted local woman-owned start-up, Kind Designs, to pilot 3D-printed living sea walls across the bay area.

Los Angeles

Los Angeles has a large population and economy, with a wide range of industries, including entertainment, manufacturing, tourism, and technology. LA has various initiatives to help spur green innovation across these sectors:

- La Kretz Innovation Campus is a 20,000 square foot public-private partnership facility to spur cleantech development for Los Angeles. The facility is owned by LADWP and managed by Los Angeles Cleantech Incubator (LACI). The facility hosts labs, prototype development space and a workforce training centre. They also incubate 30 businesses over a period of 2-3 years.
- Altasea is a 450,000 square foot public-private partnership campus run by the Port of LA, dedicated to building the blue economy e.g. water carbon sequestration solutions
- As the host of the next Olympic Games in 2028, LA is committed to making this one of the most sustainable games and working with private partners to develop sustainable legacy projects for the City. They plan to upgrade existing infrastructure and facilities with clean construction practices (rather than build new ones), promote zero emission vehicles, offer only reusable and compostable containers and develop a tree sponsorship programme.

San Francisco

San Francisco (SF) has a long-time global reputation as a hub for cleantech. San Francisco's new mayor, Daniel Lurie, has a vision to leverage SF's existing strengths and develop a vibrant climate innovation space that will attract climate tech companies to both start and grow in the City. In its favour, San Francisco has a large economy, VC climate tech investment, education institutions, and access to export markets to Asia. In order to support climate innovators, the city government and the chamber of commerce ran the Yes SF challenge to encourage innovators to reimagine the future of downtown SF. With the support of corporate funders, they have been able to support 62 innovators by giving advice, co-working space, resources, and helping them to navigate the regulatory system in California.

In order to reduce barriers to climate innovation deployment, San Francisco is looking to:

- Start a climate tech concierge system
- Pilot a 3-month innovation permit for emerging technologies to provide more flexibility
- Develop a physical shared space for innovators in early-stage R&D
- Rewrite RFPs so that they are open to innovative solutions, and not too prescriptive.

Group Reflections on Supporting Urban Climate Innovation

Following the presentations, the groups discussed drivers and barriers for climate innovation in their cities. The discussion centred around a few key ideas:

- Necessity spurs innovation. Cities need to create consistency and communicate their climate plans with the private sector. Cities can use regulation to reduce costs and shorten permitting times.
- Startups struggle to get out of the pilot phase, but buyouts can change the mission of small climate tech companies. City governments can support by directly investing in local companies.
- Cities are competing to attract climate tech companies and investment, but perception of climate risk is an issue.

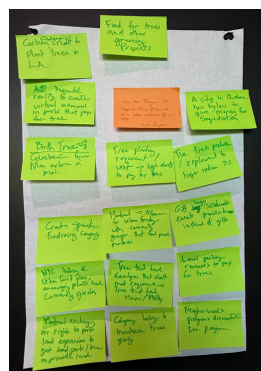
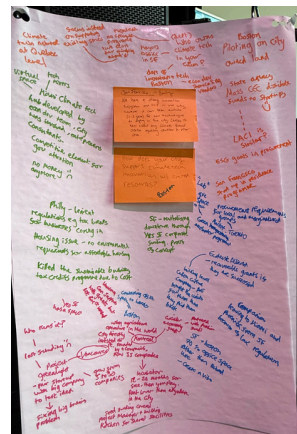
City Challenge Clinic

For the last session of the day, cities were asked to submit key challenges they are facing when working with the private sector to address climate action locally. Four city challenges were then selected as 'patients'. The remaining delegates were assigned as 'doctors' to help treat the patients' problems. The four selected challenges were:

San Francisco & Boston: How to support climate tech with regulation + limited funds

Suggestions from other participants:

- Philadelphia spoke about tax breaks for new businesses setting up shop in their city. Good for attracting talent, but unfair to existing entrepreneurs.
- Miami started a climate tech hub and hosted climate tech mixers. The programme unfortunately closed due to lack of government funding.
- Vancouver used to have "Project Greenlight" which matched innovative startups with big businesses who had a specific sustainability problem to solve.
- Montréal invested in an urban agriculture cooperative with 35 companies, which incubates entrepreneurs for 18-24 months.
- Toronto has a Green Market Acceleration Programme that accelerates the development and commercialization of made-in-Toronto green technologies.
- Boston is piloting cleantech solutions on city-owned property
- Participants agreed that mixed-use space rather than office-districts are more attractive to businesses



Los Angeles: How to involve the private sector in tree planting and NBS programmes

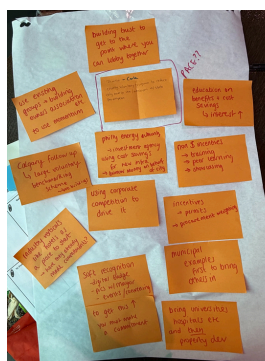
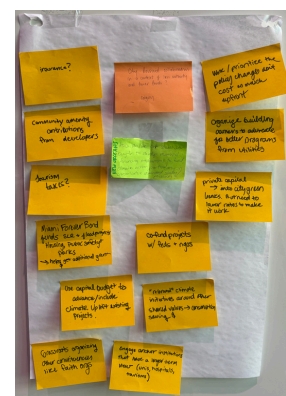
Suggestions from other participants:

- Birth Tree - Quebec started a scheme offering residents to purchase a tree in a forest for the birth of a new child
- "Neighbourhoods" and community garden programmes
- Montréal started an alliance for urban forestry that finds private partners to fund tree planting
- Regulation to ensure all new private high-density building projects plant a certain amount of trees and nature-based solutions.

New Orleans & Calgary: How to initiate effective city-provincial collaboration and get conservative stakeholder buy-in to fund climate projects

Suggestions from other participants:

- Organise building owners to advocate for better programmes from utilities
- The Miami Forever Bond (multi-authority) funds flood resilience, parks, public safety and housing upgrade projects.
- Engage anchor institutions that have long-term buy-in to the future of the city e.g. hospitals, universities, faith groups, tourism and hospitality, insurance sector.
- Re-brand climate initiatives around shared values e.g. nature conservation, resilience, cost savings etc.



Phoenix: How to create a voluntary buildings emissions reductions programme

Suggestions from other participants:

- Build trust and use existing groups e.g. building owners associations, so you can lobby together
- Offer education programmes (training, peer learning, solution showcases)
- Incentives e.g. stronger procurement weighting, permits
- Recognition for true leadership e.g. awards, events, pics with Mayor
- Calgary recently completed a voluntary benchmarking scheme with 400 buildings

Governing the climate transition locally: City-Business Climate Alliances

On day 2 of the workshop, we looked at how to tie all of the learnings from the previous day together and create formal partnerships and networks that build a sense of collective responsibility and accelerate climate action between public and private actors in the city. To get started, we first learned about the Montréal Climate Partnership:

Montréal Climate Partnership

The Montréal Climate Partnership (MCP), formed in 2018-19, brings together over one hundred economic, non-profit, philanthropic and institutional organisations to help reduce Montréal's greenhouse gas emissions by 55% by 2030. To help us better understand the purpose and achievements of the MCP, Emily White (C40) hosted a panel discussion with:

- Sarah V Doyon, Executive Director of the MCP,
- Karel Mayrand, CEO of the Foundation of Greater Montréal
- François William Croteau, CEO of the Urban Resilience and Innovation Institute
- Jean-Patrick Toussaint, Senior Director, the Trottier Foundation



Above: The MCP panel discussion

Karel helped to set the scene for how the MCP started back in 2018, when Karel assembled a group of Montréal philanthropic organisations and created an advisory group to help the city develop its Climate Plan. In 2020, the Plan was released, and the MCP was formalised, based on the Boston Green Ribbon Commission model. The idea was that the MCP would a) help the city achieve climate goals and b) make sure that no matter who was in power the city would not go back on its commitments (need business buy-in for longstanding commitment/longevity to happen).

Sarah spoke about some of the challenges they have faced e.g. the recent US tariffs have made businesses nervous, and they are limiting their willingness to expand sustainability initiatives. Turnover within an organisation is also a challenge (an obstacle to keep the relationship going once people leave).

François spoke about a specific MCP project to create a Montréal Climate Data Hub. The Hub will help the City government, as well as private actors, to better understand local climate data and use it for planning.

Jean-Patrick spoke about the importance of finding local leaders and champions, including from philanthropy and the private sector, and understanding the connections they may have. He also added that philanthropies like to scale and grow partnerships, so multi-city networks can help with this.

Read the full panel discussion insights [here](#).

Evaluating City-Business Climate Alliance Models

Following the presentation and panel discussion, participants were given four **CBCA case studies** to evaluate, and discussed the differences and similarities in governance structure, intention and successes of CBCA models and started to think how these models could be adapted or evolved in other cities.

Some key reflections include:

- Most participants concluded that having a Board independent of the city is better as it allows more collaboration between participants and is less driven by the city. This can help build trust and establish legitimacy.
- It is important to highlight the benefits for business participants. What are specific sustainability actions businesses can implement as part of this initiative?
- Need to be conscious of language around climate to be able to engage all stakeholders (more focus on resilience)
- It is important to take a long-term approach and to maintain interpersonal connections.

Collective advocacy and market signals

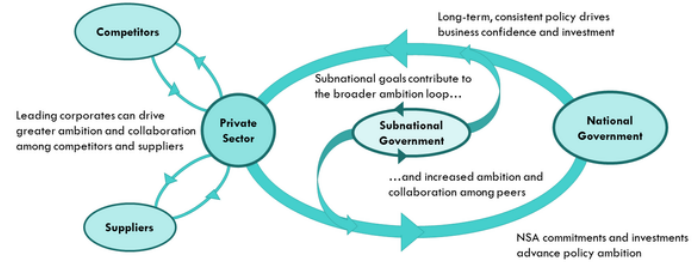
For our final workshop session, we discussed how to use our united voices to push for more ambitious and coordinated city and business climate action. In the current political climate, collective action between multiple cities and multiple businesses can be a powerful approach. Speaking out together can bring less risk and a stronger influence than one actor has alone.

Opposition voices can be loud, so we need strong advocates and collective action

How are businesses lobbying for climate action?

- America is All In defending US Paris Commitments
- CERES brought 80 companies together for 100+ meetings in support of the Inflation Reduction Act
- Climate Power coordinated a letter to the Senate with nearly 300 business leaders warning that repealing clean energy incentives will be “catastrophic for the American economy and American energy dominance”
- 120 Business leaders wrote to Vancouver council opposing the rollback of gas restrictions

Non-state actor (NSA) targets play a significant role in ambition loops throughout the system



Above: Positive Ambition Loop by RMI ([link](#))

There are several areas where alliances between multiple cities and businesses can accelerate cleantech adoption - from heat pumps, to electric vehicles. But how?

Market Signals

- Aggregated procurement, across cities & businesses
- Statements of procurement intention
- Common policy setting across cities
- Development of ordinances in collaboration with businesses

Collective Advocacy

- Joint letters to state/national government
- Engagement at COP, other events
- Alliances and campaigns
- Public-private pilots
- Industry-government dialogues

Group Strategies for collective advocacy - Buildings, Freight and Food

Decarbonising Buildings

- Encourage multiple cities to sign up to the North America Electric Construction Coalition - to send a signal to solution providers.
- Lead by example with municipal building projects, demonstrate what is possible to businesses
- Set stricter building codes
- Work with utilities, building owners and tenants to identify barriers and opportunities + lobby state/feds for policy change.

Transforming Freight

- Partner with clean freight associations, unions and business groups to understand needs
- Combination of new policies and pilots to test last mile delivery solutions & improve charging e.g. C40 and LACI's City Climate Innovation Challenge for Zero Emissions Delivery with 9 US cities
- Explore green delivery corridors between cities e.g. C40's Laneshift programme with Amazon.

Shifting the Food System

- Encourage green labelling that is the same between cities, so consumers know and understand the impact of their food choices
- Cities can influence suppliers through procurement criteria
- Spotlight small food business support programmes across cities
- Use competitions, campaigns and permitting to promote healthy & sustainable food businesses



Site Visit: Fleur de Macadam EcoPark and Technopole Angus

On Wednesday afternoon, we took our classroom out into the streets to learn more about sustainable development and innovation in Montréal.

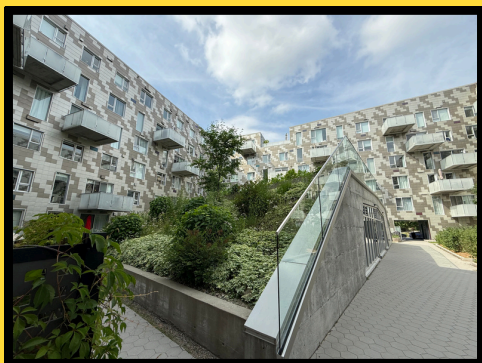
Place des Fleur-de-Macadam

Place des Fleurs-de-Macadam is a "sponge park" in Montréal, built on a former gas station, and designed to manage rainwater and mitigate flooding during heavy rainfall events. The park can hold 160,000 litres of stormwater runoff. The park's design also includes vegetation areas to reduce the urban heat island effect, and street furniture to encourage public gathering.



Technopole Angus

Located just a few kilometres from downtown Montreal in the heart of the Rosemont-La Petite-Patrie borough, the Technopôle Angus offers a dynamic space for businesses, workers and residents alike. The Technopôle is the first mixed eco-district and first LEED Platinum New Development in Quebec. In addition to creating jobs, providing affordable housing and boasting new public spaces, the project is driving diversity, densification and green infrastructures.



How is Technopole Angus leading sustainable design?

- Reusing 95% of captured rainwater. Instead of sending water to the city's sewers, they divert it to be used to flush toilets, water gardens and the grounds, to wash vehicles, etc. This reduces potable water consumption by 40%.
- An Innovative Energy Loop. An energy looping system between buildings exchanges masses of hot and cold air according to the needs of each space. This reduces the buildings' energy consumption by 26% vs a standard building.
- 25% Green Space (public squares, green corridors)

Acknowledgements

C40 offers a heartfelt thank you to the following people who made this workshop a fun and valuable experience:

- Sidney Ribaux, Michele Picard and Marc-Antoine Bédard from the City of Montréal for their wisdom, patience and enthusiasm to show off their amazing city
- Jean-Patrick Toussaint from the Trottier Foundation for believing in us and supporting our mission
- Sarah V Doyon from the Montréal Climate Partnership for her support, knowledge and inspiration
- All of our city, NGO, philanthropy and business participants who showed unwavering energy and enthusiasm for this workshop
- The all-star C40 Cities team, who planned and delivered this workshop - Emily White, Zöe Fitzgerald, Kate Johnson, Robert Stupka and Oneika Pryce.



Above: A sunny group photo on the MDD green roof

Participant Feedback



We received 100% 5-star feedback from participants!

“C40 offers a valuable opportunity to collaborate with peer cities. Given the critical role cities play in addressing climate change, sharing insights on what works — and what challenges to anticipate — is essential to advancing more effective and coordinated climate action.”

Emily Abraham, San Francisco Chamber of Commerce

“Thank you C40 Cities for inviting me to speak about New York City’s climate action and for the opportunity to participate in insightful discussions with fellow city representatives from around North America. I look forward to applying the knowledge gained from the thoughtfully tailored workshops, panel discussions and networking sessions to the work that I do everyday with my colleagues at NYC Mayor’s Office of Climate & Environmental Justice”

Harleen Srivastava, New York City

“I was pleased to welcome colleagues from Canadian and American cities, and to learn a little more about the shared but different realities of urban and political environments.”

Michele Picard, City of Montréal

“I learned even more than I expected to learn and plan to use my learnings to see what I can adapt to my city.”

Peter Wright, City of Vancouver

“This workshop gave me the opportunity to strategize and think creatively with other cities facing similar challenges, fostering a sense of mutual aspirations and opportunities.”

Kira Halma, City of Philadelphia

“The workshop was a fantastic opportunity to exchange ideas with peer cities and gain new energy to implement climate solutions in my city.”

Amar Bhardwaj, City of San Francisco

“During this 2-day forum, which took place at the beautiful MEM – Centre des mémoires montréalaises, I witnessed first-hand the power of breaking down silos, assembling the right ingredients to build meaningful and long-lasting partnerships, and how local actors are able to drive climate action, even when the context in which they are operating is not always optimal.”

Jean-Patrick Toussaint, Trottier Family Foundation





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