



Today, more than half of the world's population live in cities and more than two-thirds will do so by 2050. With such a high rate of urban growth expected, effective planning policy and local understanding of conditions are critical to ensuring new urban areas are resilient, can deliver basic services, and allow cities to be more reactive to changing climates in terms of environment, societal goals and economic pressures.



Strategic engagement between business and cities

The WBCSD Sustainable Cities program is a single platform for strategic engagement between business and cities to address global sustainable development challenges and to facilitate city-business collaboration to help city governments find integrated solutions to their complex urban sustainability challenges. It achieves this by providing business expertise directly to the city leadership and technical departments and by developing new ways of working. This includes delivering new business models and new ways of working with city stakeholders and city decision-makers. Driving better collaboration between the public and private sector to guide improved sustainability performance in cities is at its core.

WBCSD has vast experience working with cities and establishing processes for city-business collaborative projects. From 2011 through 2014, its Urban Infrastructure Initiative (UII) pilot project worked with 14 companies in 10 cities and demonstrated the importance of engaging with business early in a city's sustainability vision planning and strategy development process.

Current collaborative projects in cities include the Energy Efficiency in Buildings (EEB2.0), Sustainable Mobility Project 2.0 (SMP2.0) and Zero Emissions Cities (ZEC) projects (see updates on the following pages).



Sustainable Cities Engagement Model

Based on the experiences gained from these city projects, WBCSD is developing a Sustainable Cities Engagement Model to address the essential topics and requirements WBCSD believes will contribute to a sustainable and resilient city.

Few engagement models exist today that allow cities and businesses to interact at an early strategic stage to support the realization of a city's sustainability ambition. Cities and businesses on their own tend to work in silos. To develop sustainable urban systems, both the public and private sector will benefit from a more holistic approach based on a common understanding of a city's vision, needs and capacity, making use of collaboration and innovation to create new models for delivery.

WBCSD offers a neutral platform to help cities and business to come together in a structured engagement process that creates trust, fosters commitment and connects solutions between interested parties. The WBCSD Sustainable Cities Engagement Model helps both sides understand each other better and it clarifies what business and government must bring to the table to make their collaboration more effective.



The Sustainable Cities Engagement Model helps cities and business to:

- Understand a city's sustainability challenges together and set integrated priorities and ambitions;
- Identify solutions and delivery models that include the private sector;
- Develop organizational, governance and finance models that create effective solutions.

The Sustainable Cities Engagement Model is supported by a five-step engagement process and is based on a framework of urban needs, such as energy and climate, buildings, mobility, water and sanitation, food, air quality and health. A series of sustainability principles and indicators are proposed underneath each category of needs in order to guide the engagement with the city.



The principles are addressed through city-business engagement, with a level of aspiration for improvement established between the city and businesses engaged. Their relevance is defined by the WBCSD Vision2050 and Action2020 Societal “Must-Haves” and links back to the Sustainable Development Goals (SDGs). A generic description of enablers (infrastructure, finance, policy, behaviour) is included for each urban need category to help determine the most relevant stakeholders to involve in the implementation of specific projects.

How to get engaged

WBCSD is testing this engagement model in a number of ongoing and prospective city initiatives, such as the Zero Emissions Cities project. It is looking to engage additional companies as well as cities as part of its activities.

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Energy Efficient Buildings 2.0



The Energy Efficient Buildings project (EEB2.0) looks at how business is taking action on their own buildings and how it can lead action locally to remove barriers. Buildings are a significant consumer of energy and emitter of CO₂, accounting for 1/3 of final energy consumption globally and an equivalent quantity of emissions*. However, projected demand in 2030 can be reduced by 50% using today's best practices and technologies, through actions that offer favourable economic returns.

Technological solutions exist today that use significantly less energy in building operations. What hampers progress is the market failure arising from a multitude of local, non-technical barriers amplified by the highly fragmented buildings value chain. The primary EEB2.0 project goal is to: Unlock financially viable energy efficiency investments that are not being realized because of mostly non-technical barriers, reducing projected energy use in buildings in-line with the 2°C decarbonisation pathway.

The EEB2.0 project responds to local market barriers related to lack of awareness, workforce capacity, financing, and policy, enabling solutions to accelerate the development of investment-ready EEB markets. To date, the EEB2.0 project has undertaken 10 local market engagements around the world. The project has developed a successful 'EEB Lab' model for facilitating engagement of the EEB value chain in local markets leading to an Action Plan and Action Platform to organize participating stakeholders in its implementation.

Post 2016 the EEB project will move towards a multi-partnership model under the leadership of WBCSD and replicate the EEB Lab methodology.



EEB members are:

AkzoNobel
ArcelorMittal
Arcadis
ENGIE
Infosys
LafargeHolcim (co-chair)
Schneider Electric
SGS
Siemens
Skanska
United Technologies (co-chair)

* IEA, (2013), Transition to sustainable Buildings – accessed online at: https://www.iea.org/media/training/presentations/etw2014/publications/Sustainable_Buildings_2013.pdf 28/04/16



Sustainable Mobility Project 2.0



The Sustainable Mobility Project 2.0 (SMP2.0; 2013-2015) delivered a globally applicable process to help cities and businesses collaborate to better develop sustainable mobility. The process relies on city-business engagement to analyse the mobility system work on an integrated and optimized solution and to encourage behavioural change in order to formulate a holistic, multimodal and data-driven sustainable mobility plan. SMP2.0 brought together six showcase cities (Bangkok, Campinas, Chengdu, Hamburg, Indore and Lisbon).

The SMP process is based on a holistic vision of urban mobility and focused on integrating mobility solutions based on systematic analysis. It begins with the essential foundation of creating a multi-disciplinary city-business task force with a shared vision based on:

- Understanding the city's mobility situation and its existing projects;
- Calculating the 19 indicators to analyze the city's sustainable mobility performance and agree priorities;
- Searching the Solution Toolbox to find best practice solutions, including sources of finance, based on those priorities;
- Conducting stakeholder dialogue and trials to refine potential solutions and enablers;
- Contributing to an integrated sustainable mobility plan for the city.

SMP members are:

BMW Group
BP
Bridgestone
Brisa (co-chair)
Daimler
Deutsche Bahn
Ford Motor Company (co-chair)
Fujitsu
Honda
Michelin
Nissan
Pirelli
Shell
Toyota (co-chair)
Volkswagen

The SMP2.0 project is in the process of developing partnerships that will allow the implementation of the SMP process and its tools to spread worldwide to help build a more transparent, inclusive and low-carbon society.



Zero Emissions Cities

The Zero Emissions Cities (ZEC) project brings together global companies from different sectors to work with selected cities to develop a zero emissions implementation plan. The city and the businesses work together in an early, pre-commercial engagement to develop a sustainable approach in a specific context that can be replicated and scaled city-wide and across other cities. The cities of the ZEC project are Birmingham (UK), Amsterdam (Netherlands) and San Diego (USA). The ZEC project will approach more cities in 2017 using the Sustainable Cities Engagement Model.

The ZEC project creates value for governments, business and local stakeholders by stimulating collaborative engagement and by providing expertise directly to city officials through an integrated approach on energy infrastructure, buildings, mobility/logistics and green infrastructure to maintain biodiversity and provide ecosystem services. It mobilizes representatives of local ZEC companies and the participation of local stakeholders to support and leverage the city's ambition to reduce its carbon emissions.

Through ZEC, WBCSD members take the lead in working with cities in new ways:

- Developing roadmaps on key topics the city wants to tackle;
- Guiding the city to raise its sustainability ambitions using a framework supported by aspirational principles, indicators and best practices;
- Developing an organizational platform to help align local stakeholders on collaborative sustainability initiatives around the zero emissions approach in a district.

Such models can serve as examples for cities around the world.



ZEC members are:

Accenture
AECOM
Arcadis (co-chair)
DNV GL (co-chair)
ENGIE
Schneider Electric
Toshiba (co-chair)
UPS

About the WBCSD

WBCSD is a global, CEO-led organization of over 200 leading businesses and partners working together to accelerate the transition to a sustainable world. We help make our member companies more successful and sustainable by focusing on the maximum positive impact for shareholders, the environment and societies.

Our member companies come from all business sectors and all major economies, representing a combined revenue of more than \$8.5 trillion and 19 million employees.

Our global network of almost 70 national business councils gives our members unparalleled reach across the globe. WBCSD is uniquely positioned to work with member companies along and across value chains to deliver impactful business solutions to the most challenging sustainability issues.

Together, we are the leading voice of business for sustainability: united by our vision of a world where more than 9 billion people are all living well and within the boundaries of our planet, by 2050.

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