

ICLEI Seoul Plan

Building a World of Local Actions
for a Sustainable Urban Future

ICLEI Strategic Cornerstones 2015-2021 · ICLEI Action Plan 2015-2021



**DRAFT
VERSION**

for adoption by the ICLEI Council

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ICLEI Seoul Plan: Building a World of Local Actions for a Sustainable Urban Future

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25+ Years

25 years old? No. 25 years young.

ICLEI will continue to be both a pioneer and leader in urban sustainability thinking. We will generate novel proposals, search for innovative solutions, prepare new approaches, and be first to act as new issues emerge.

ICLEI will remain bold and ambitious. We will analyze the conditions under which local and regional governments find their path towards sustainability. We will react to the challenges they face by developing new approaches, strategies, and tools, as well as by raising our voice in national and global debates.

ICLEI Members will support each other to confront the realities of increased urbanization, adapt to changes in economic and demographic trends, prepare for the impacts of climate change and other urban challenges, and create livable cities. We will guide our Members towards systematic and strategic policy development and planning frameworks that reflect our commitment to finding comprehensive, integrated solutions.

The sustainable city remains our vision. This vision can be realized only with ambitious and committed leaders; strong involvement from civil society, stakeholders, and partners; innovative businesses; and open-minded, peaceful, and inclusive citizens.

Urbanization, especially in Asian and African countries, is a development for which local and regional governments - key decision makers for the future of our cities and municipalities - must be prepared. This means planning settlements and infrastructure for growing urban populations in harmony with sustainability principles.

On behalf of our Members, ICLEI's global team of professionals works with local leaders and practitioners, partners in international institutions, national and supranational governments, research centers and academia, the private sector, NGOs, and the media. We do this to profile and anchor cities and local governments as key actors in the pursuit of tangible global improvements.

The Strategic Plan 2015-2021, the ICLEI Seoul Plan, will be adopted by the ICLEI Council, which will represent our 1,000+ Members when it meets in Seoul, Republic of Korea, on 11 April 2015.

It presents a continuation of previous plans and focuses on new strategic initiatives planned for 2015-2021.

This Strategic Plan is an expression of commitment of ICLEI Members and also the basis for the work of the 17 ICLEI Offices across the world. It provides the framework for offers and services to Members and explains ICLEI's approaches and priorities to partners.

The following document sets out our vision of the role we aim to play in the world and shares our goals, programs and activities.

This draft has been compiled and commented on over the last weeks. It is now ready for adoption by the ICLEI Council in its meeting on 10 April 2015 in Seoul. Any comments can be submitted by 10 April 2015 12.00 to: strategic.plan@iclei.org

ICLEI Strategic Cornerstones 2015-2021

ICLEI is a diverse, robust, global organization with a long history, myriad accomplishments and profound ambitions. But at its core, ICLEI's primary focus throughout its history – in every initiative across five continents – has been the same: **sustainable cities**.

Based on this mission, ICLEI's initial campaigns and programs have evolved to cover a broad range of themes, which include:

ICLEI's Mission

ICLEI's Mission is to build and serve a worldwide movement of local governments to achieve tangible improvements in global sustainability, with a special focus on environmental conditions through cumulative local actions.

(Founded in 1990, updated in 2000)

- **Management of global environmental goods**, including: climate; water; biodiversity and ecosystems; air; land/soil; food; marine life and coastal health.
- **Policy innovation**, including: Local Agenda 21/urban governance with stakeholder involvement; integrated, cyclical sustainability management; the green economy; security; social development.
- **Municipal planning and management**, including: sustainability management; land use and development; climate change mitigation and adaptation; resilience management; the management of natural, social, economic and financial resources; procurement.
- **Transformation of infrastructure**, including: mobility; building; energy; water and sanitation; waste; information and communication (technologies).



ICLEI Strategic cornerstones for 2015-2021

Our main strategy is to uphold and enhance our established values, goals, and mode of operation. We offer new ideas and innovation while expanding on proven success and good practices.

To strengthen cooperation with and among Members, ICLEI will:

- Further **intensify** cooperation with Members in networks and projects.
- Set-up new exchange and Member-to-Member **platforms**.
- Intensify its offers to **regional governments**, including city-states, provinces, and states to join ICLEI.
- Offer **Chinese cities** opportunities for engagement in ICLEI's programs and events.
- Make **arrangements** with new and existing Members to document their expectations and contributions.
- Offer systems and approaches to further measure and share the achievements and **performance** of Members.
- Transform the **World Mayors Council on Climate Change** (WMCCC) into a body of-and-for mayors and local leaders that represent commitment and political leadership for local sustainability.

In regard to our overall mission, ICLEI will:

- **The sustainable city:** Continue to promote the overarching goal of sustainable urban development, with "sustainable city" as the guiding vision. We will support "Eco-Cities", "Green Cities", "Smart Cities" and similar approaches with a specific focus, but will maintain the "sustainable city" as our comprehensive vision that combines ecological, economic and social development in an integrated and cross-cutting manner.
- **Integrated policies:** Strengthen the various areas in which we work with Members (see "our Agendas", page xx), while stressing the need for integrated policies and management principles. Silo thinking is outdated.
- **New themes:** Take up **additional** themes or approaches, as they relate to our guiding vision. Examples include:
 - » **Productive Cities:** Demonstrate that cities can become productive rather than exploitative systems.
 - » **CityFood:** Initiate local action and cooperation on urban food and agriculture.
 - » **Sharing Cities:** Support Members in shaping a framework that allows their citizens and businesses to co-own and borrow goods.
 - » **Smart Cities:** Encourage all Members to optimize their physical, governance, and social systems by applying systems-thinking with people at the center.
 - » **Urban risks:** Support our Members in preparing for, assessing, and facing natural, industrial, social, and economic urban risks.

In regard to how we work, ICLEI will:

- **Key areas of our expertise:** Continue and accelerate programs and projects within the core areas of our work, especially low carbon development, resilient cities, resource-efficiency, and biodiversity and ecosystems management.
- **Lead cities and mainstreaming:** Assist more cities in becoming lighthouse actors, strengthen the cooperative capacities of leading cities, and develop further means for encouraging and involving more of our committed Members.
- **Networks of like-minded actors:** Set-up and facilitate further action-oriented cooperation between our Members, including networks on 100% renewable energy, fossil fuel de-investments, urban agriculture and Smart Cities.
- **Regional approaches:** Continue to develop globally-relevant strategies, and adapt related tools and approaches to regional cultures and needs.
- **Performance:** Develop further reporting tools to monitor and analyze local performance, including engagement in standard setting and data collection.
- **Global reporting:** Extend the carbonn Climate Registry as a global system for reporting local and regional commitments, targets, actions and achievements in further areas, starting with biodiversity.
- **Beyond "local action":** Within all thematic areas, highlight approaches such as Urban Nexus, vertical integration & multilevel governance, city-region cooperation as ways to accelerate sustainable urban development in a concert of actors.
- **Common goals - joint actions:** Further strengthen and extend our multitude of partnerships, joint initiatives, and cooperation projects, therein enlarging our knowledge base, perceptions, and implementation capacities.
- **New Local/Urban Sustainability Alliances:** Highlight (including in discussions towards the Habitat III Conference in 2016) the relevance of public participation, stakeholder involvement, civil society engagement and multi-actor cooperation as the key to moving towards sustainable cities, with local governments initiating, facilitating and guiding such processes.
- **Financing the sustainable city:** Focus on models and methods to finance local and regional sustainability across all our agendas, with the goal of strengthening the instruments and capacities of public actors.

The New Urban Agenda

- ICLEI will request that the Habitat III Conference in 2016 results in a commitment of all national governments to:
- » make the urban SDGs and the sustainability goals a mandatory vision for the New Urban Agenda;
 - » address urbanization by providing legal and financial frameworks;
 - » introduce the notion of low-carbon, resilient, productive, biodiverse and human cities as a guiding principle;
 - » strengthen local and regional levels of governance;
 - » provide sufficient resources and capacities to these levels.

In regard to global advocacy in 2015 and 2016, ICLEI will:

- **Global climate policy:** Coordinate the local and regional government presence at the UN Climate Conference 2015 in Paris and present our new 100 Transformative Action Program (TAP). We will offer the Local Government Climate Pavilion as a center for interaction, and urge national governments to agree on ambitious climate targets and to provide an enabling framework for bold local climate action.
- **Local action – global frameworks:** Use 2015 and 2016 for special advocacy efforts to influence the design of an urban Sustainable Development Goal (SDG), the Habitat III Conference, and a new global climate regime. The strength of this advocacy will come from tangible local action and performance.
- **Partnerships:** Intensify our contributions and efforts within the cooperative framework of globally acting local and regional government networks, in particular: UCLG, Metropolis, C40, and R20.
- **Implementing the urban SDG:** Start model city activities to translate the urban Sustainability Goal (SDG) into local practice.
- **Habitat III, 2016:** Promote sustainable urbanization as lead vision, see left.

ICLEI Action Plan 2015-2021

A. Why we act: Facing a changing environment

Human expansion is happening at a rapid pace: Every minute, the world population grows by 145 people – 6.35 million per month. The population is expected to grow from 7 billion today to 9.6 billion in 2050.

Urbanization is occurring just as rapidly. The urban population currently accounts for 54% of the global population, and is growing at a rate of 1.84% per year. By 2050, the urban population is expected to surpass 6 billion people, meaning that two-thirds of humanity will then be living in towns and cities. A considerable amount of this urban growth will take place in India and China, which anticipate the addition of 404 million and 291 million urban inhabitants respectively.

Urbanization reflects a comprehensive interconnected and dynamic process, including people urbanization, spatial urbanization and economic urbanization.

Urban infrastructure associated with basic service delivery to communities, enabling economic growth and social gains, and tackling urban poverty, will be challenges presented by urbanization in many countries.

Urban sprawl, and the trend towards mega-cities and mega-regions, may supplant “the city” as a functioning unit of citizens. In many countries, urban-rural regions replace cities as we know them today.

New types of urbanization will precipitate new governance models. In some countries, entire cities or neighborhoods are developed and run by private entities, rather than by public institutions.

Urban lifestyles and a growing population result in an increased demand for natural resources. Acquisition of the resources of historically disadvantaged parts of the world (such as Africa), by rapidly-developing and developed countries poses new questions to (local) leaders in both exporting and importing societies.

Demographic transition from a rural society with high birth rate and low life expectancy, to an industrial/post-industrial society with low birth rate and high life expectancy, is changing the lifestyles and expectations of much of the global population.

Demographic changes include increasingly aging societies. The elderly are increasingly the most numerous demographic in many nations, and urban areas need to adjust social policies and infrastructure to accommodate for this development. Living longer has been associated with increased morbidity and a sedentary lifestyle. Shrinking societies pose a new challenge to local infrastructure and governance.

Conversely, in many countries, young people hold a demographic majority, and are in-demand for jobs which can influence the infrastructure and livelihoods of other demographics.

The **geo-economic and geo-political** influence and development dynamics between the Global North and South, including the emerging economies of countries such as China, India, Brazil, results in different approaches to global and local governance. The developing economies of the globe need to adopt policies that guide development in a manner that is adaptive and suitable for addressing the challenge of global environmental change.

Centralization and localization: We observe a massive concentration and centralization of power and infrastructure. At the same time, however, possibilities for people to communicate with each other, to access information, and to organize grassroots action (including the production of energy) locally and globally have never been more accessible.

Global environmental change is similarly widespread. The global rate of species loss is between 1,000 to 10,000 times higher than the natural extinction rate, and this trend is expected to be exacerbated by habitat loss linked to climate change. 780 million people have inadequate access to safe drinking water, and 4,100 children die every day from water borne diseases. The concentration of carbon dioxide in the air has risen from the pre-industrial level of 280 parts per million to more than 395 ppm today, the highest level experienced within the last 800,000 years. More than 90% of this excess atmospheric carbon dioxide is absorbed by the world's oceans, resulting in acidification which threatens aquatic biodiversity.

Climate change poses unpredictable stress factors on cities and urban areas. The concentration of atmospheric carbon dioxide has risen from the pre-industrial level of 280 parts per million (ppm) to more than 400 ppm today, the highest level experienced within the last 800,000 years.

According to the 5th Assessment Report on Climate Change (year) from the Intergovernmental Panel on Climate Change (IPCC) released, this change in climate is undeniably anthropogenic, and only be stopped by humans.

Climate-induced migration, within and across countries and regions, will contribute to population growth and urbanization at particular destinations. At the same time, it may result in shrinking populations elsewhere. Relocation of communities, and cities emerging rapidly in new places, may become part of our urban reality tomorrow.



The **loss of biodiversity** and green spaces has a further implication for climate change mitigation: where landscapes are cleared or developed, the carbon sequestration capacity of the associated vegetation is lost. Biodiversity and green spaces provide essential ecosystem services that contribute towards climate change adaptation, such as: moderating temperature (therein reducing energy use) and reducing the impacts of extreme events.

The **ecological footprint** of human civilization has become unsustainable. In 2014, humanity used over 50% more resources than nature could regenerate for that year. If we continue using natural resources and producing waste at current rates, by 2030 we will require the resources of two planets to meet our needs. This “overshoot” is at the root of the most pressing environmental problems we face today.

The increasing **inability of governments** to address critical trends has been accompanied by the weakening of global multi-lateral governance mechanisms. The global economic climate is highly unstable and unpredictable, and the traditional “growth” model is underpinned by the unsustainable exploitation of a finite natural resource base.

Cities at risk - cities as risk

Cities, the places where the majority of humans live, are predominantly concentrated with high density. They are the hubs of the global economy, education, innovation, production and consumption, in both formal and informal sectors.

Cities are highly dependent on resource flows from outside their boundaries. Because many cities will face rapid growth, the effects of global systemic change, and associated resource constraints in the decades to come, cities and urban areas are at risk.

The World Economic Forum (WEF) Risks 2015 report (10th edition) stresses that *“Rapid urbanization can alter the nature of almost every global risk considered in this report by influencing its likelihood and impact. In addition, cities are points of convergence of many risks, which make themselves particularly vulnerable to chain reactions and amplify the interconnection between global risks. Better knowledge of how such risks interconnect in their materialization at the city level is the first step towards helping cities build resilience.”* It highlights *“four selected and particularly daunting urban challenges: infrastructure, health, climate change and social instability.”*

Cities at risk

Risk factors, which are highly interrelated, include: rising urban unemployment, over-stressed social support and educational systems, growing inner-city decay and crime, social unrest due to growing inequity and unmitigated crime, terrorism, outdated and inefficient urban infrastructure, systemic financial risk, natural disasters, industrial emergencies, climate change, energy insecurity, food insecurity, water insecurity, pandemics, decline and loss of ecosystem goods and services, and a growing social disconnect with nature.

Cities as risk

While cities and urban areas are at risk, cities themselves can also be a risk. Poorly managed urbanization and urban development may pose risks to a society, to a nation, even to the global environment and economy.

B. Responding to change - leading on change

I. ICLEI Members: Rapid action, bold implementation

Earth is transitioning into an “urban planet”.

A massive **up-scaling** and acceleration of local efforts is required to respond to the pace of global environmental change, indicated through the trends of global ecosystem services’ degradation and the overshoot of the human footprint on Earth.

Such local efforts must be linked to further challenges, such as growing urbanization, demographic change in society, widening gaps between rich and poor, and unsustainable models of economic development.

Business as usual is no longer an option. Neither is “state-of-the art”, if this refers to “average good practice”. **Leapfrogging** to new technical, organizational, financial and social solutions is needed instead of aspiring to unsustainable and old-fashioned development models.

Therefore, political leaders and experts must act rapidly, implement innovatively and at scale while pursuing new sustainable urban solutions.

Local action needs to upscale far beyond the reach of “pilot” projects and pocket-size replication of “good practice”. Systemic solutions that will drive and inspire scaled action, and move away from current models of resource consumption and pollution, are required. To enable this **locally driven ambition** towards urban sustainability, new financial and revenue models linked to good governance are essential.

ICLEI Members take decisions and develop plans today to transform their cities into:

- net-zero emitters of carbon and waste,
- sustainable local economies with resource-efficient enterprises,
- thriving economic hubs decoupled from growing resource consumption,
- systemic entities with closed material cycles,
- thriving urban spaces with sustainable footprints, and by
- providing equal opportunities and access to all their citizens, where individual and community health and happiness are achieved and our rich natural world is understood and valued as an essential infrastructure and provider of ecological resources.

ICLEI Members pave the way for aspiring cities to follow, bring the future forward, and guide and inspire others.



II. Connecting leaders

The **vision** of a sustainable city guides the activities of ICLEI's Members, governance bodies, offices and staff.

A sustainable city is low-carbon, resilient, productive & resource-efficient, biodiverse, ecomobile and smart while striving for happy, healthy and inclusive communities using sustainable economy and public purchasing as a key means.

implementation, connect leaders within strategic alliances, establish partnerships, engage innovators, scientists and researchers, facilitate the united voice of forward-looking local and regional governments, and represent local initiatives in multi-level governance processes for sustainable development.

We are a growing **Association** of local and regional governments, including towns, cities, metropolitan governments, counties, provinces, city-states and local government organizations.

Our Members lead the way in low-carbon, resilient, adaptive, productive, sustainable development with worldwide presence and global outreach.

Our **mission** is to build and serve a worldwide movement of local governments to achieve tangible improvements in global sustainability, with special focus on environmental conditions through cumulative local actions.

Our **mandate** is to build an active and committed membership at the local level, as well as partnerships with international, regional, national and subnational local and regional government associations.

As an Association, we prepare our Members for the future.

"Local Action" drives our work. We motivate for and support

III. Accelerating action

ICLEI is a large and global **Movement** of Members working together within numerous projects, programs, campaigns, networks, partnerships, and alliances for sustainability. We support this movement of action-and-implementation oriented cities through commitment processes, performance frameworks, programs, international exchange, thematic networks, strategic alliances and centers of excellence - a movement informing and setting standards in sustainability.

Through the ICLEI movement, the capacities of our Members to implement bold and innovative solutions are endorsed, potential sources of financing are unlocked, and conditions for action are improved.



IV. Gateway to solutions

As an agency, ICLEI strengthens the capacity of our Members to identify and implement effective solutions.

We provide advanced **knowledge**, and enhance the **capabilities** of local leaders, planners and implementers.

Through **partnerships** with science, research and innovation hubs, we advance new methodologies and technologies, explore and address urban development theory through action research and knowledge platforms, and seek, test, and share urban sustainability solutions.

We seek sustainable finance solutions to enable scaled implementation for urban innovation, and demonstrate creativity and excellence in developing innovative methods and tools. We serve as the gateway to solutions for local sustainability.

We are a **new generation non-profit organization** which is at once global in scope and impact, yet local in implementation and contextualization.

C. ICLEI, a global membership organization

V. The power of global membership

ICLEI combines the power of a global membership association with regional and thematic knowledge platforms, thematic global centers, networks, programs and projects.

As a global network, we create opportunities for advocacy at the United Nations and multilateral negotiating bodies. We offer fast, smart, and easy global entry points for various partnerships, including those with international organizations and multinational companies.

While serving our Members, we reach out to the wider local government community in order to involve them in our activities and raise their interest in joining our association.

New Initiatives 2015-2021

ICLEI will:

- Enhance the **engagement** with our membership including
 - » Involving at least 25% of our Members in a global or regional project or network,
 - » Offering regular webinars for their capacity building, especially for new Members.
- Strengthen our membership by inviting **local governments** from around the world that are committed to innovation and ambition to join ICLEI.
- Reach out to **regional governments** through an additional ICLEI agenda on "Sustainable Region" (Agenda #9), in partnership with existing networks, and to consider membership.
- Reach **agreements** with new and existing Members to document their expectations and contributions for their Membership.
- Enhance the involvement of, and the support given to, Members in the **Global South**.
- Offer **Chinese cities** opportunities for engagement in ICLEI's programs and events.
- Design **levels of memberships**, including basic and advanced types of membership or global and regional memberships, with impacts on fee structure and intensity of involvement.
- Develop additional opportunities for **our Members to work together**, including:
 - » regional, national and thematic networks within our membership,
 - » topical networks along shared features and challenges of cities (e.g. coastal cities),
 - » WorkNets for groups of cities with similar challenges, activities, or similar performance goals,
 - » new web and IT based exchange systems,
 - » legacy networks of cities which have been working together in projects and thematic areas,
 - » providing facilitation for self-organized, thematic Member communities.
- Offer systems and approaches to further measure and share actual achievements and the **performance** of Members, including:
 - » The rollout of a fully-fledged local government and city profile platform that allows all Members to showcase their Local Action, as well as connect directly with other Members with shared interests and goals,
 - » Providing a new robust Membership management platform for Members to regularly maintain and update their contact and membership details, in order to be best informed of new opportunities, projects, networks based on their successes, needs, and interests,
 - » Using the model of the carbonn Climate Registry (cCR) to establish similar documentation and reporting systems for urban biodiversity, resilience, water, mobility and more,
 - » Reporting globally on Members achievements according to their performance.

- Make effective use of our **governance** and management structure, to meet the goals of:
 - » Maintaining a Member-based efficient structure,
 - » Securing effective engagement from elected Regional and Global Executive Committee members,
 - » Strengthening thematic leadership and representation of ICLEI through the portfolio seats in the Global Executive Committee,
 - » Establishing additional ways of developing thematic initiatives, such as thematic committees or task forces.
- Transform the **World Mayors Council on Climate Change** (WMCCC) into a body of-and-for mayors and local leaders that represent commitment and political leadership for local sustainability.
- Encourage young local-level politicians and new Mayors-in-office, as well as female local leaders, to build capacity and collaborate on sustainability issues by forming cooperative networks such as ICLEI's **Future City Leaders** Initiative.

V. Serving our membership: High expertise in strategically located offices

ICLEI Offices (April 2015)

World Secretariat:

Bonn, Germany

Regional Secretariats:

Africa (Cape Town, South Africa);

East Asia (Seoul, Republic of Korea);

Europe (Freiburg, Germany);

South America (Sao Paulo, Brazil);

Mexico, Central America & Caribbean (Mexico City, Mexico);

Oceania (Melbourne, Australia);

South Asia (Delhi, India);

Southeast Asia (Manila, Philippines).

Country Offices:

Canada (Toronto);

Indonesia (Jakarta);

Japan (Tokyo);

Republic of Korea (Suwon);

U.S.A. (Oakland).

Further offices:

Kaohsiung Capacity Center,
Kaohsiung, Chinese Taipei;

EU Liaison Office Brussels, Belgium
(European Secretariat);

Southern Center in Hyderabad,
India (South Asia Secretariat).

ICLEI operates through a World Secretariat, and a number of strategically located offices on all continents as well as subnational, liaison and project offices and thematic centers.

While ICLEI works under the mission, mandate and principles of the global ICLEI Charter, our operational offices are legally, managerially, and financially autonomous.

Experience and knowledge are strongly represented in every ICLEI office. Each office is multi-dimensional, and provides our members with expertise in entrepreneurship, creativity, knowledge of policy processes, innovation, research, and project implementation capacity.

The World Secretariat, Regional Secretariat's, and Country Offices are interconnected through affiliate agreements, and form a global group of almost 300 professionals working closely together towards the implementation of the ICLEI Strategic Plan.

New Initiatives 2015-2021

ICLEI will:

- **Strengthen** existing offices and, with a focus on emerging economies, establish **new offices**.
- Set up member-hosted **satellite offices** to expand our national or regional outreach.
- Build a presence and start inaugural programs in **China**.
- Expand and strengthen existing **thematic centers** within ICLEI, and establish further centers if appropriate.
- Continue to foster **inter-office cooperation** across regions through global programs and multilateral cooperation projects, staff exchange programs, and traineeships for representatives of Members.
- Continue to strengthen the **financial resource base** and health of the organization by exploring cooperative financing and the provision of fee based services to Members.

VI. Knowledge sharing and capacity building

ICLEI operates through a World Secretariat, and a number of strategically located offices on all continents as well as subnational, liaison and project offices and thematic centers.

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The World Secretariat, Regional Secretariats, and Country Offices are interconnected through affiliate agreements, and form a global group of almost 300 professionals working closely together towards the implementation of the ICLEI Strategic Plan.



New Initiatives 2015-2021

ICLEI will:

- Strengthen efforts to motivate **local leaders and decision makers** for change, providing practitioners and implementers with capacity through tools and experience exchanges.
- Consolidate and expand our systematic **knowledge management** in order to capture the performance of cities by using various methods, tools and technological solutions, and to subsequently make this information available to others.
- Provide information on **local action in a web based system** to develop and make global good practice more accessible.
- Pursue inter-linkages with partners' platforms and systems in order to draw on their knowledge and enhance the service and breadth of knowledge ICLEI provides to Members.
- Act as a "**Gateway to urban solutions**" in selected thematic fields, starting with low-carbon development.
- Initiate - with partners - a research, development and capacity building platform including associated products and services to Members and focused on **Local Leadership for Urban Sustainability** to improve its understanding on leadership development for change, the promotion of good governance, peer review, gender and youth leadership support and development projects.
- Develop guides and tools to support Local Government capacity as it pertains to accessing **financing** for sustainability initiatives from various sources.
- Offer modules on **inter-cultural cooperation**.
- Further expand our scientific and research capacity by maintaining our well-established **relationships with universities and research institutions**, and growing this network, in order to provide the most up-to-date research directly to our Members and other local governments.
- Use our knowledge of what cities' need for sustainable change to **inform science and direct research**.
- Continue to publish or provide input to **state-of-the-art reports** on local action and its impacts.
- Increase the **publication** of briefing sheets, case studies, and global reports.

D. Our partnerships and advocacy

VII. Partnerships towards a world of local action

ICLEI connects leaders. We foster, strengthen, and establish partnerships, relationships and synergies that unleash creativity and innovation.

We aim to reach our goals jointly with partners, and to give our Members access to our partners' services and resources.

These partnerships are established at a variety of levels: global, regional, and national. Some of them are formalized in a "Memorandum of Understanding" or a similar covenant; others are visible through endorsements of events, projects and joint activities.

We will continue connecting cities, local governments, and regional and sub-national governments and their associations to the United Nations, other international bodies, and finance institutions.

New Initiatives 2015-2021

ICLEI will:

- Build and animate **new partnerships**, both globally and regionally, with a focus on the thematic and strategic priorities as outlined in this Strategic Plan.
- Continue to connect cities, local governments, and regional and subnational governments and their associations to the **United Nations** and other international bodies.
- Strengthen and extend our **knowledge partnerships** with research institutions, expert organizations, business, NGOs, and Media to the benefit of all Members.
- Use, and further develop, our existing event platforms for dialogue to demonstrate ICLEI's role as a facilitator of dialogue and cooperation between **cities and businesses** on sustainable, eco-efficient, low-carbon, and resilient urban infrastructure
- Enhance our cooperation and partnerships with global and regional **financial institutions**, multilateral agencies, and philanthropic organizations.
- Deepen our cooperation with **international standardization bodies**, so as to anchor the intentions of sustainable cities and improved performance measurement systems in future standards and norms.



Existing partnerships for our global work include:

Local and regional government organizations: AIMF (Association Internationale Maires Francofones), C40, CityNet, Metropolis, Network of Regional Governments for Sustainable Development (nrg4SD), Regions of Climate Action (R20), United Cities and Local Governments (UCLG);

National government organizations: German Federal Ministry for Economic Cooperation and Development, Ministry of Korea-Public Administration and Security on Cooperation in the Area of Green Growth (MOPAS), United States Agency for International Development (USAID);

UN agencies and international organizations: Department of Economic and Social Affairs (UNDESA), European Commission (EC), Food and Agriculture Organization (FAO), Global Biodiversity Information Facility (GBIF), Global Water Operators Partnership Alliance (GWOPA - UN HABITAT), Intergovernmental Panel on Climate Change (IPCC), International Energy Agency (IEA), International Renewable Energy Agency (IRENA), International Union for Conservation of Nature (IUCN), Organisation for Economic Co-operation and Development (OECD), Regional Environmental Centre for Central and Eastern Europe, Steering Committee World Urban Campaign, United Nations Advisory Committee of Local Authorities (UNACLA), United Nations Commission on Sustainable Development (UNCSD), United Nations Convention on Biological Diversity (UNCBD), United Nations Convention to Combat Desertification (UNCCD), United Nations Department for Economic and Social Affairs (UNDESA), United Nations Development Programme (UNDP), United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), United Nations Economic and Social Council (ECOSOC), United Nations Environmental Programme Global Initiative for Resource Efficient Cities (UNEP GI-REC), United Nations Environment Programme (UNEP), United Nations Framework Convention on Climate Change (UNFCCC), United Nations Human Settlements Programme (UN-HABITAT), United Nations International Strategy for Disaster Reduction (UNISDR);

Finance institutions: African Development Bank (AFDB), Asian Development Bank (ADB), City's Development Initiative for Asia (CDIA), Council of Europe Development Bank (CEB), European Investment Bank (EIB), Global Environmental Facility (GEF), Inter-American Development Bank (IADB), International Green Purchasing Network (IGPN), The World Bank Group;

Research, experts, capacity building institutions: African Training and Research Centre (CAFRAD), Center for Sustainable Community Development at the Simon Fraser University Vancouver, Chinese Center for Urban Development (CCUD), Chinese Society for Urban Studies (CSUS), Ecocity Builders, Institute for Advanced Sustainability Studies (IASS), Guangzhou Institute for Urban Innovation (GIUI), Institute for Global Environmental Strategies (IGES), Stockholm Resilience Center, World Bank Institute (WBI);

Initiatives and organizations: Association of Vertical Farming (AVF), Bridging the Gap Initiative, Cities Alliance, Earth Charter Initiative, Earthquakes and Megacities Initiative (EMI), EcoForum Global (EFG), Global 100% Renewable Energy Campaign, Global Footprint Network, Global Infrastructure Basel (GIB), Global Risk Forum Davos (GRF), Green Cross, Sustainable Cities (formerly known as International Center for Sustainable Cities (ICSC), International Society of City and Regional Planners (ISOCARP), Renewable Energies, Renewable Energy & Energy Efficiency Partnership (REEEP), Rockefeller Foundation, Foundation-international Network of Resource Centres on Urban Agriculture and Food Security (RUAF), SLOCAT, Stakeholder Forum (SF), Stiftelsen Världsnaturfonden (WWF Sweden), The Climate Group (TCG), World Council on City Data (WCCD), World Wild Fund for Nature (WWF), World Resource Institute (WRI), Worldwatch Institute;

Business: Deutsche Messe AG, Indonesian Chamber of Commerce and Industries (KaDIN), McKinsey, SIEMENS AG (SIEMENS), World Business Council for Sustainable Development (WBCSD), World Economic Forum (WEF).

VIII. Our global advocacy

Through action-oriented advocacy, ICLEI actively contributes to the global efforts on sustainability where local and regional governments are recognized, engaged and empowered as governmental stakeholders.

ICLEI serves as a global entry point for cities and local and regional governments to engage with international, regional and national policy processes which aim to set sustainability goals and related implementation frameworks.

ICLEI advocates for improved, systematic and structured involvement of other levels of government, besides national governments at the UN and other multilateral bodies, with a view to seek synergy and complementary between multi-level actions.



ICLEI's global advocacy focuses on four main levels of interaction:

United Nations General Assembly driven processes: Through its accreditation at the United Nations Economic and Social Council and as the Organizing Partner of the Local Authorities Major Group, ICLEI participates in regular negotiation sessions held at the UN Headquarters in New York, USA and Geneva, Switzerland, as well as at preparatory processes of intergovernmental conferences and relevant UN regional meetings. In addition, ICLEI contributes to the special initiatives of the Secretary General of the United Nations and invitations of the Presidents of the United Nations General Assembly as appropriate.

United Nations Agencies and Intergovernmental Organizations: The various UN specialized agencies and programs operate under the guidance of the UN General Assembly. ICLEI participates in these processes as accredited observer and through specific partnership arrangements. Primary institutions that ICLEI collaborates with include UNEP, UN-Habitat, UN ISDR, GEF as well as others like the World Bank, OECD/IEA, ISO and IUCN.

Multilateral Environmental Agreements: The Rio Summit in 1992 resulted in three Rio Conventions (i.e. Climate; UNFCCC; Biodiversity; CBD; Desertification; UNCCD). ICLEI contributes to their implementation and the negotiations on their further advancement in its capacity as an accredited observer organization, implementation partner and in a focal point role. ICLEI will also seek to expand its work to other agreements related to sustainability.

Global Advocacy of Local and Subnational Governments: In addition to its own individual engagement, ICLEI also contributes in building and leading global coalitions among other networks of local and subnational governments and other partners in order to develop a more coordinated and collaborative response to global processes. These currently focus on in climate, biodiversity, and the post-2015 development agenda.

ICLEI's advocacy work is carried out through:

- » The **organization** of delegations of leaders and officials of local and subnational governments at global meetings;
- » The provision of **inputs** to negotiations through written submissions and position papers, direct interventions, organization of side events and Local Government Summits;
- » The organization of active **dialogues** with negotiators of national governments through informal groups as "Friends of Cities";
- » The **implementation** of targeted projects and the creation of specific alliances with partner networks of local and subnational governments as well as with other Major Groups and stakeholders;
- » Including **Members** and other local and regional governments in these efforts on local, national and international levels.

New Advocacy Activities 2015-2021

ICLEI will:

- Widen our **advocacy** work on behalf of local and regional governments worldwide, wherever possible in cooperation with other global associations of local and regional governments.
- Optimize its global advocacy through further cooperation with United Cities and Local Governments (**UCLG**) through a Memorandum of Understanding.
- Advocate for new and **additional finance** to enable and support needs-driven local sustainable development as well as to overcome current barriers to access existing finance.

With regards to the United Nations General Assembly driven processes:

- Develop innovative alternatives to strengthen the positioning of the Local Authorities Major Group that enables appropriate representation of **local and subnational governments as a governmental stakeholders** of the global regime in all UN processes, including ECOSOC, High-level Political Forum, UN Environment Assembly and in all relevant for a both at the global and regional levels, pursuant to the vision laid out in para.42 of the Rio+20 Outcome document and through strengthened partnerships with ICLEI member cities that host relevant UN institutions,
- In the **Post2015 Development Agenda** negotiations that are expected to be concluded in September 2015, and in connection to the **HABITAT-III** Conference that will be held in Quito in October 2016; demonstrate active leadership in advocating for a stand-alone sustainable development goal on cities and human settlements in order to **globalize** sustainability through transformative local actions so that holistic, inclusive, participatory, ambitious and vertically integrated policies at the city level can be expanded as viable solutions to global sustainable development challenges in the Urban World of the 21st Century, supported with enhanced access to technical, institutional and financial resources at all levels,
- Continue to support the outcomes of the Climate Summit 2014 hosted by the UN Secretary General, including the **Compact of Mayors, Compact of States and Regions** and seven other related initiatives, as well as develop an active dialogue with his efforts on data revolution,

With regards to the United Nations Agencies and Intergovernmental Organizations:

- With **UNEP**; strengthen partnerships through renewed Memoranda of Understandings that include concrete outcomes focusing on ecosystem/community based adaptation, sustainable consumption and production including sustainable procurement, resource efficiency, Global Environmental Outlook and UNEP Live data portal and prominent engagement of local and subnational leaders at the UN Environment Assembly
- With **UN-Habitat**; within HABITAT-III consultations, aim for an enhanced collaboration with the UN system that will enable renewed opportunities and resources for ICLEI that will enhance its service to member cities, expand collaboration through project level partnerships like Urban-LEDS based on the new institutional structure of UN-Habitat after HABITAT-III, and evolve UNACLA to a new a more inclusive and effective platform/process/institution within the UN system that will support the implementation of para.42 of the Rio+20 Outcome document
- With **UN ISDR**; based on the outcomes of the 3rd World Congress on Disaster Risk Reduction to be held in Sendai in March 2015 that will result in the 2nd Phase of Hyogo Framework of Action, ensure synergies at the local level in particular with respect to disaster risk reduction and management and climate adaptation through effective coordination of the Ten Essentials of Making Cities Resilient Campaign and Durban Adaptation Charter as well as other relevant initiatives, and position Resilient Cities Congress as the annual meeting to monitor and review the progress of the implementation of HFA-2 at the local level.
- With **other Institutions**; collaborate with GEF Sustainable Cities Integrated Action Programme, enhance engagement in the International Standardization Organization´s work on sustainable communities (TS268) and GHG management (TS207), establish/improve institutional partnerships with OECD, International Energy Agency, IRENA, Food and Agriculture Organization, IUCN, The World Bank, and the proposed new financing institution of the BRICS Group.

With regards to the Multilateral Environmental Agreements:

- **Climate/UNFCCC**; contribute to the global climate regime of nations with a local 10-years Transformative Actions Programme (TAP), strengthen partnerships with the UNFCCC Secretariat through the Resilient Cities Congresses, the carbonn Climate Registry as the primary source of information of local and subnational climate action with regards to NAZCA Platform or other relevant initiatives.
- Work for an effective implementation of 10-years Transformative Action Programme (TAP) either within or outside the UNFCCC framework.
- **Biodiversity/CBD**; expand the strategic partnership with the CBD Secretariat through the implementation of the Memorandum of Understanding, including continuation of the staff secondment based on the availability of resources, ensure that by the conclusion of Nagoya 10-Year Plan in 2020 long term, strategic implementation partnerships with secured resources for ICLEI and member cities are generated.
- **Desertification/UNCCD**; expand ICLEI´s engagement within the context of drought, biodiversity, ecosystem/community based adaptation, food security, City-Region food and development policies and displacement of communities due to loss of land and develop relevant project
- **Other**; consider ICLEI´s engagement with other multilateral environmental agreements such as those focusing on waste and chemicals management, pursuant to availability of resources and by providing a clear benefit to ICLEI´s work through Urban Agendas.



With regards to the Global Advocacy of Local and Subnational Governments:

- **Local Government Climate Roadmap and Compact of Mayors;** continue to act as the facilitator of the Roadmap, improve the synergy between the Compact of Mayors and of the climate advocacy work, ensure the carbon Climate Registry as the central repository of the Compact of Mayors and continue to lead as the world's leading climate reporting platform of local and subnational governments, revise the strategy of the Roadmap in 2016 taking into account the outcomes for the UN Paris Climate Change Conference to be held in December 2015, enhance implementation of Transformative Action Program (TAP).
- **UrbanSDG;** undertake all advocacy efforts in cooperation with UCLG to ensure the adoption of an Urban SDG in September 2015.
- **Global Task Force of Local and Regional Governments for the Post2015 Development Agenda Towards HABITATIII;** ensure ICLEI and UCLG's co-leadership in this process and in the outcomes of the Habitat III Conference in October 2016.
- **Communitas Coalition of Sustainable Cities and Regions in the new UN Development Agenda;** expand ICLEI's leadership as core partner through exploring concrete projects that acts as the test-bed for urban SDG and strengthen advocacy at the UN in New York.
- **Local Government Biodiversity Roadmap;** revitalize the concept so that bottom-up advocacy proposals of local and subnational governments are reflected in the work of the CBD Secretariat and outcomes of the Conference of Parties.
- Anchoring the role of sub-national actors in results of the **World Water Forum** 2015.



E. ICLEI's Urban Agendas: Towards sustainable cities

ICLEI's ten agendas

- » Sustainable City – the overall goal
- » Low-carbon City
- » Resource-efficient & Productive City
- » Resilient City
- » BiodiverCity
- » Smart City
- » EcoMobile City (Sustainable Urban Mobility)
- » Happy, Healthy and Inclusive Communities
- » Sustainable Local Economy & Procurement
- » Sustainable City-Region Cooperation

In response to the most pressing and relevant challenges of urban sustainability in the upcoming years, ICLEI defines 10 Agendas, priority action areas, that require collective action in order to secure sustainability at the local and global level.

Each of the 10 Agendas reflects the reality that cities need to get prepared for a future shaped by challenging global trends and resource constraints – and that the performance of cities will not only determine the living conditions of the more than 6 billion people who will live in cities by 2050, but also the condition of ecosystems and economies globally.

Through our thematic Urban Agendas, we support our members to create positive impacts on the

- **People** they serve: by enhancing their social and cultural well-being,
- **Places** they operate: by ensuring prosperity through generating a green, inclusive and productive economy,
- **Planet** they care for: by leading type of development that respects the planetary boundaries and
- **Policies** that they govern: by implementing participatory and integrated mechanisms, caring for an urban-rural continuum, seeking for vertical integration and participating in global efforts as governmental stakeholders.

Each of the 10 agendas requires the strategic and political attention of our Members in terms of decision and policy making, management and governance, public spending and public participation. ICLEI members are invited to develop or engage in local and regional initiatives under any of these Agendas within ICLEI.

These Agendas are interconnected and should guide the actions of ICLEI Members in implementation.

They catalyze and support local activities which all contribute towards creating sustainable cities. The Agendas also refer to the global efforts of ICLEI to make the local work and achievements known on an international scale and to request enabling framework conditions for further enhancement of local action.

As an organization, ICLEI drives and supports these efforts and helps Members to achieve the goals of these Agendas.

How ICLEI works: Our strategies for implementing the agendas

For each agenda, and respective working area of ICLEI, we have developed a specific strategic approach. This refers to the combination of global and regional work, the extent to which we develop own methods and tools or the way we cooperate with partners.

A brief explanation of the most relevant activities, including examples, is available in "How ICLEI works" (reference).

ICLEI's 10 Urban Agendas



How ICLEI works: Types of activities and actions

Getting local governments ready to act

- » Commitment programs
- » Thematic leadership

Supporting local action

- » Local Action programs
- » Methodologies, tools, guidebooks and case studies
- » Action innovation & new formats
- » Networking and connecting
- » Capacity building, exchange platforms
- » Events, congress series
- » Solutions Gateway
- » Agency function, help desks and consultancy
- » Performance measurement and evaluation

Policy and advocacy within global and regional processes

- » ICLEI expertise in advisory bodies
- » Advocacy
- » Alliances and partnerships

Communication, media work and outreach

- » ICLEI media to inform Members and partners
- » Media work, social media

1. Sustainable City Agenda

Sustainable Cities ensure an environmentally, socially, and economically healthy and resilient habitat for existing populations, without compromising the ability of future generations to experience the same. They aim for sustainability in a comprehensive and inclusive manner.

Sustainable Cities integrate policies across sectors to connect their ecological and social goals with their economic potential, rather than addressing challenges through fragmented approaches that meet one goal at the expense of others.

Sustainable Cities commit to integrated urban solutions, ambitious improvement targets, set-up long-term plans, and engage with their citizens, stakeholders and peers to design and implement their sustainability vision.

Sustainable Cities utilize democratic and participatory governance models as the basis of their development and achievements, promoting and enabling strong and globally connected local leadership for our common urban future.

They implement their goals and invest their money wisely, emphasizing the synergy of effects between environmental, social and economic innovation.

Our vision:

All ICLEI Members shall develop towards being sustainable cities.

They shall implement this vision and invest their resources to make use of all comprehensive and inter-connected opportunities to become low-carbon, resilient, productive & resource-efficient, biodiverse, ecomobile and smart, while striving for happy, healthy and inclusive communities using sustainable economy and public procurement as key means.

ICLEI's approach for reaching this vision

ICLEI has been promoting the notion of Sustainable Cities, Eco-Cities and Green Cities to its Members over the last 25 years.

- **Comprehensive and integrated:** ICLEI promotes policy design and implementation that enables systemic, integrated and inter-connected urban development. We advocate for an urban Sustainable Development Goal and enable Urban Nexus opportunities, integrated urban development planning, concepts for compact and livable cities and pioneering solutions, including new visions for central business districts, urban renewal programs, and inter-linked city-regions.
- **Leading global city network:** ICLEI is the premier global organization working to raise awareness and build capacity for innovative, modern, sustainable and integrated development strategies in all manner of urban settlements.
- **Challenging local governments to raise the bar:** The ICLEI Membership challenges itself and others to implement innovative urban solutions. They are the local pioneers of future global trends and lead the call for unconventional responses to rapid global change, being among the first to engage with new policy concepts, legal, and institutional reform.
- **Network of local leaders:** The most ambitious and advanced local governments of the globe shall be proud to be Members, and will recognize ICLEI as the organization which simultaneously supports, pushes, and exposes them to collectively address all manner of urban challenges.
- **Encourage followers:** ICLEI documents, promotes, and enables the most advanced and innovative policies, and work to bring them into the mainstream through social media, innovative dialogues, and other mediums offered throughout our regional and country offices.

- **Leading on standards and performance indicators:** ICLEI drives the discourse on urban sustainability, creating platforms to practically demonstrate what a Sustainable City, a Green City an Eco-City, or eco-district means in local contexts around the globe. We further these efforts by supporting the development of criteria against which progress and success can be measured.
- **Leapfrogging the development:** ICLEI assists rapidly urbanizing areas to pursue the notion of sustainable cities, Eco-Cities, Green Cities, by leapfrogging outdated development and growth models which have proven to be resource exploitative, carbon intensive, and risk-prone.

"The road to sustainability runs through our cities and towns."

- UN Secretary General Ban Ki Moon at ICLEI's Global Town Hall at the Rio+20 Conference in 2012.

New initiatives towards Sustainable Cities 2015-2021

ICLEI will:

- Develop further mechanisms for the exchange and cooperation among the world's leading Sustainable cities/**Eco-Cities/ Green cities.**
- Establish a mentorship group of "top performing eco-cities", and connect members of this group in one-to-one partnerships with a "**performance partner city**", so as to inspire and advise them towards eco-city development.
- Orchestrate a joint project with the World City Data Council on collecting data along the ISO 37120:2014 standard on "Sustainable development of communities - Indicators for city services and quality of life" with the goal of including 100 Members by the end of 2015.
- Establish **performance measurement** systems and comparative reporting to ensure that the most efficient and tangible actions are being taken. To enrich this, thematic "State of Cities reports" will be proposed and developed.
- **Measure** local government performance over time, incorporating historic data, in order to analyze trends and celebrate the successes of top performers.
- Establish a global **Eco-cities center** based at Tianjin Binhai Eco-city, China.
- Strengthen its program framework on **integrated concepts** (Urban NEXUS) for urban development, the provision of municipal services, managing energy, water, and food, as well as for promoting sustainable urban infrastructure, the green economy, and livable, inclusive cities.
- Facilitate a discussion among its Membership on how **Eco-Civilization**, a concept from China, can assist urbanization process planning, with a particular focus on emerging economies.
- Pioneer efforts to make the new global **Sustainable Development Goals** into local realities, including the launch of an implementation program which can be quickly disseminated, and will include several model cities.
- Engage in the process towards **Habitat III** (October 2016) by facilitating think tanks, developing concepts and proposals, and conducting targeted local and international activities.
- Promote the concept of **Local Sustainability Alliances** as a mechanism to intensively include citizens and stakeholders in local sustainability.
- Share the design of the future local government representation mechanism at **UN-Habitat**.
- Consider participation in an emerging global **Green Capital Award**.
- Generate **discourse, innovation and investment platforms** to promote smart infrastructure and high-density settlement solutions for rapidly expanding communities in the Global South, in order to enable the achievement of integrated sustainability within such communities.
- Promote and enable **leadership platforms** (such as ULAS: Urban Leadership for African Sustainability) which connect, inspire and enable local leaders and their investment partners to create thriving and sustainable cities.

2. Low-carbon City Agenda

A **Low-carbon City** recognizes its responsibility to act, as it is clear that an effective global response to climate change must embrace local initiatives, as cities account for 71% of energy-related emissions.

Pro-active planning, implementation, monitoring and (self)reporting of emissions reduction are needed, and must be supported by low carbon and carbon neutral targets and policies.

A Low-carbon City utilizes a step-by-step approach towards carbon neutrality, urban resilience and energy security, supporting an active green economy and stable green infrastructure. In a Low Carbon City, the local government collaborates with other levels of government through effective vertical integration.

Together with other cities, a Low-carbon City looks to scale up their efforts, conform to global standards, report to national and global platforms, and continuously improve their performance towards low carbon, sustainable development, receiving support for their contributions in tackling climate change.

For more information:
www.iclei.org/lowcarbon

Our vision:

All ICLEI Members shall become Low-carbon Cities - regardless of size, growth trends or whether situated in the Global North or South – making use of ICLEI's available guidance and support.

ICLEI's approach for reaching this vision

Through the Low-carbon City Agenda, ICLEI encourages, guides and provides technical support to its Members to help them define, adopt and embed a low carbon development pathway into their overall development strategies, plans and processes. In doing so, ICLEI recognizes the need for differentiated development approaches between developed countries and developing countries, and allows for regional adjustment when formulating and implementing this agenda.

Supporting local governments around the globe, ICLEI develops and maintains global processes for improving processes to measure, report and verify (MRV). By reporting climate commitments, inventories and climate actions in ICLEI's global reporting platform, such actions also gain recognition and visibility.

- **Transform cities towards low emission development, which is a pillar of local sustainability:** Use the **GreenClimateCities®** program to encourage, guide and support our Members' transformation towards low-no carbon practice. This includes offering innovative implementation projects, services and tools that support decision-making and enable assessment, action and acceleration.
- **Global lead on local success:** Continue the further development and maintenance of global processes and guidance to support local and regional governments. This includes the carbonn Climate Registry and its Measurable, Reportable, Verifiable (MRV) process for reporting, addressing relevant standards and protocols to ensure high quality and quantity of GHG inventories.
- **Energy systems change:** Explore ways to effectively move towards low emission, resilient energy generation, transmission and use, by brokering contacts between Members and technical experts.
- Increase **cooperation with other city networks** and relevant initiatives through formal alignment with, or endorsement of, joint initiatives such as the **Compact of Mayors**.
- Increase **peer to peer networking** and exchange among local leaders worldwide on climate matters through the **World Mayors Council on Climate Change**.
- Provide **innovative resources and tools**, such as the **Solutions Gateway**, to accelerate delivery of climate mitigation and other sustainable development results.

- Optimize climate action by improving **vertical integration** between levels of government, from joint planning to coordination and reporting.
- Seek **recognition, empowerment (capacity to act) and support** for our Members' contributions to climate change mitigation and resilience from relevant intergovernmental conventions, bodies, mechanisms, programs and initiatives. In particular, from national governments and their agencies, business and the private sector, and financial institutions.
- Represent our Members and continue to lead **global climate advocacy** for local and subnational governments around the globe. Our focus is to insist on the explicit relationship between the climate agenda, the sustainable development agenda, and other sectorial agendas, as well as formulating recommendations on urban low emission development which complement strategies on climate resilience, resource efficiency, biodiversity, smart urban infrastructure, and sustainable urban economy & procurement.

Since the early 1990s, ICLEI has played an integral role in the global effort to tackle climate change through mitigation and adaptation. We represent our members, and act as the voice of all local governments in international climate negotiations.

New initiatives towards Low Carbon Cities 2015-2021

ICLEI will:

Enhance its GreenClimateCities® program by:

- Establishing and facilitating a **global 100% Renewables Energy Cities network** to raise the level of ambition for using (local) renewable energy, stimulating the green economy and addressing local resilience and low emission development.
- Promoting "**Fossil Fuel Divestment**", encouraging local governments to divest their investments in fossil fuels, investmenting in (local) renewable energy instead.
- Expanding the **Energy-safe cities** program, started in East Asia, to other regions; working with cities on scenarios and strategies to turn their energy systems low-carbon, low-risk and resilient (i.e. 100% renewable) in a 15-year time frame.
- Fostering **inter-linkages with the Resilient City Agenda**, as well as with other City Agendas.
- Supporting the development of one open source GHG inventory tool, building on the Harmonized Emissions Analysis Tool plus (HEAT+) and Clearpath. This tool would support the compilation of GPC compliant inventories and reporting into the carbonn Climate Registry (pending acceptance by SAS).
- Supporting (in conjunction with the World Bank) the development and roll-out of a **City Climate Planner accreditation and training program**, which would be linked to capacity development on GPC compliant GHG inventories and climate change mitigation and adaptation.
- Developing support and information for our Members efforts to improve air quality and reduce emissions in support of urban health. This will be performed within the Climate and Clean Air Coalition (CCAC), and as lead partner in the **Urban Health Initiative (UHI)**.
- Engaging in the CCAC **Municipal Solid Waste Initiative** to support resource development and stimulate local project development by our members.
- Partnering in **UNEP's District Energy System Accelerator**, a Sustainable Energy for All (SE4ALL) Initiative, to support local governments and the private sector in rolling out modern district energy systems, optimizing energy efficiency, and maximizing the use of renewables.
- Partner in the **SE4ALL Building Efficiency Accelerator**, to establish effective support mechanisms for cities addressing construction of green, renewable energy buildings and applying modern design concepts, technologies and materials.
- Promoting and expanding the **Compact of Mayors** by cooperating with C40, UCLG, the Special Envoy on Cities and Climate Change to the UN Secretary-General, UN-Habitat and the UN Secretary-General's Climate Change Support Team.



Spearheading intergovernmental advocacy on local climate action towards COP21 and beyond, by:

- Continuing to draw attention to local and subnational climate action, utilizing ICLEI's capacity as focal point of the **Local Governments and Municipal Authorities (LGMA) Constituency at the United Nations Framework Convention on Climate Change (UNFCCC)**, and producing a regular carbonn Climate Registry report to the (UNFCCC).
- Coordinating and intensifying the partnership under the **Local Government Climate Roadmap** as the advocacy process used towards the 21st Conference of the Parties (COP21) in 2015 (Paris, France) and beyond, with a specific focus on the new Transformative Actions Program. This will include further highlighting of the **links** between the **climate negotiations** and the global discussion on **Sustainable Development Goals** and advocating for their interdependence.
- Establishing an **online Transformative Action Platform** as a "platform of visibility", to help cities and regions to present their climate change proposals to potential sources of funding in a structured, informative format.
- Organizing the **Transformative Actions Pavilion at COP 21** (Paris, 2015), providing a physical space for relevant actors to engage with each other and to present the first 100 proposed actions to financing agencies at the COP21 in Paris-Le Bourget.
- Maintaining our **partnerships**, in particular with the Mexico City Pact, Durban Adaptation Charter, Earth Hour City Challenge, Compact of Mayors, R20 – Regions of Climate Action, EcoMobility Alliance, Resilient Cities for America, with the signatories' of each partner reporting in the **carbonn Climate Registry**.
- Strengthening the **carbonn Climate Registry** by supporting and encouraging local and subnational governments to publicly report their commitments and inventories, and by reporting on the progress of their transformative climate actions.

Enhance the World Mayors Council on Climate Change and new partnerships by:

- Developing and facilitating a **lively exchange and information platform** for members of the World Mayors Council on Climate Change (WMCCC), thereby further connecting ICLEI's climate work to the WMCCC.
- Providing WMCCC members with regular updates, opportunities for peer exchange, and links to ICLEI's members in the **Regional Executive Committees**.
- Engage **selectively in new partnerships**, while fostering existing partnerships and continuing to provide the same high standard of benefits for Members.
- Cooperate within the **Cities Climate Finance Leadership Alliance**.

3. Resource-efficient & Productive City Agenda

Our vision:

All ICLEI Members shall use environmental, social and financial resources as efficiently as possible.

They shall start a transformation process towards being productive cities and city-regions with the aim of becoming net productive systems, thus decreasing the dependency on international resource chains and the extractive burden on peri-urban and regional hinterlands.

ICLEI's approach for reaching this vision

Resource-efficiency and urban productivity cannot be reached through single or stand-alone actions but need to be anchored strategically across all sectors. ICLEI advises its Members to develop organizational procedures and governance structures and apply sustainability management tools which favour the efficient, productive and equitable, rather than exploitative use of resources.

- **Management systems and programs:** ICLEI promotes cyclical management systems, recycling, re-use and up-cycling, resource consumption assessment, ecoBudget®, and sustainable procurement. Programs for low-carbon, resilient, biodiverse and integrated cities are all means towards resource-efficient and productive cities.
- **Integrated approach:** ICLEI develops and provides guidelines and recommended strategies for integrated approaches to achieve effective and productive resource management. The Urban NEXUS approach focuses on the opportunities and benefits of cross-sectorial decision making and integrated, systemic action as an absolutely necessary alternative to conventional, disconnected work in sectorial silos.
- **City-region cooperation:** ICLEI encourages a regional approach and perspective, acknowledging that sustainable and efficient resource management requires good cooperation between municipalities, and with regional authorities, as natural resource systems and population movements are not limited to their jurisdictional boundaries.
- **Integrated urban water management:** ICLEI supports its Members to understand and manage their urban water cycle by applying a system approach which recognises the manifold linkages between water supply, storm water and waste water management. Moreover, ICLEI highlights the range of relationships to other sectors that fall within the mandate of a local government, such as public health, energy services, and climate change adaptation.

Resource-efficient Cities - often called **Eco-Cities** - ensure that their socio-economic development is significantly decoupled from resource exploitation and ecological impacts. They accomplish this by minimizing the required inputs of all natural and human resources within their area, including water, air, soil, nutrients, minerals, materials, flora and fauna, ecosystem services, and social and financial resources. Optimizing urban resource management includes saving such resources from being destroyed, overused or polluted, managing them in the most efficient and sustainable way, and contributing to their improved quality, replenishment and restoration.

Productive Cities go beyond improving the efficiency of current or future urban systems, including new cities or new urban developments, with the aim of becoming net productive systems (in ecological, economic and social terms). A Productive City thus decreases its dependency and extractive burden on international resource chains, as well as its reliance on its peri-urban and regional hinterlands.

Resource-efficient and productive cities ensure integrated and sustainable urban **water** management. They also strive for contributing to **food** production (urban agriculture) and resilient urban food systems.



- **Sustainable and resilient food systems:** By demonstrating the link between and the interdependency of the various resources in the urban-rural context, ICLEI motivates and guides Members to integrate food systems into their development strategies and to foster awareness and education among the public and private decision makers.
- **Management of material and waste:** Reducing-Reusing-Recycling is the notion which many ICLEI Members follow. Circular material management, industrial symbiosis, material-reduced life styles, sharing rather than owning models and similar represent advanced approaches to a new material and waste management.

New and key initiatives on resource-efficient and productive cities 2015-2021

ICLEI will:

Productive Cities:

- Strongly collaborate in **research projects** such as the Urban Productivity Collaborative and support model cities to explore, develop, test and disseminate approaches to making their urban areas net resource producing systems, including exploring "urban productivity" as a conceptual framework for sustainability performance evaluation.
- Initiate and support **model cities** or communities to test how urban productivity can best be achieved.

Resource-efficient Cities:

- Enter into a new phase of cooperation within the UNEP-led Global Initiative for Resource Efficient Cities (**GI-REC**), to address cities' demand for capacity building, accessible knowledge campaigns and access to technical expertise in regards to resource-efficiency in cities. ICLEI will contribute to the development of a Toolkit for City-level Resource Efficiency and its testing in model cities.
- Start/encourage a **10% Efficiency-Gain Program** in which local governments are encouraged to reduce the consumption of self-selected resources by 10% within a time span of 3 years. ICLEI will track commitments (by the next ICLEI World Congress in 2018) and implementation, and report on these on a new global platform. Partners are invited for collaboration.
- Establish a yearly **Urban NEXUS forum** to anchor the importance of cities as an arena for NEXUS-thinking. This will either be linked to the global Resilient Cities Congress series or established as an independent forum (and orchestrated in conjunction with a partnering Member city).
- Promote the concept of **Sharing Cities** among its Members, who are encouraged to facilitate the sharing economy, supporting citizens and business to co-own and borrow goods.

Water:

- Support Members all across the world to work towards integrated, urban water management through **regionally tailored programs**, projects and networks.
- Initiate new **regional** water programs.
- Engage in the political process of local and regional authorities in the context of the triennial **World Water Forums** together with key partners at global level - such as UN-Habitat, UCLG and the World Water Council - and collaborate in the events that are dedicated to sub-national authorities. Take the lead on the Local and Regional Government Conference at the **World Water Forum 2015** in Syeongju, South Korea (April 2015).

- Develop an implementation strategy for sustainable water management at local and regional level that is linked to the **post-2015 sustainable development agenda**.
- In conjunction with partners, promote and strengthen the **AWASLA** (African Water and Sanitation network for Local Authorities) network as formally recognized pan-African platform for cities, local governments and their networks to advocate for, promote and implement vertical integration and enable local investment and partnerships to urgently address water and sanitation access, quality, infrastructure and governance for urban communities.

Waste and material management:

- **Material management:** Support its Members more towards active material management, waste reduction, urban mining etc. by reacting to their needs.
- **Cooperation with business:** Organize the exchange of Members on new approaches, including waste to energy, symbiosis projects and similar.

Sustainable and resilient food systems/ "Urban Agriculture":

- Set-up and facilitate the **global network** of cities (City Food) dedicated to increasing food production within urban areas and strengthening sustainable and resilient food systems in a regional context.
- Design and implement the **City Food program** to support Members towards resilient city-region food systems, in partnership with RUAF (Resource Centers on Urban Agriculture & Food Security). Resilient city-region food systems shall be promoted as a key component of relevant future projects embarked on by ICLEI.
- Organize an annual **Urban Agriculture Summit** and engage in further events for information sharing and policy development.
- Increase the thematic **online presence** through a new globally relevant website which will feature a collection of technical and policy documents and local action examples on city-region food systems from around the world, in partnerships.
- Engage within the **Global Partnership on City Region Food Systems**.
- Establish a formal cooperation (MoU) with **FAO**, the Food and Agriculture Organization of the United Nations.



4. Resilient City Agenda

A **Resilient City** is prepared to absorb and recover from any shock or stress while maintaining its essential functions, structures, and identity; adapting and thriving in the face of continual change.

Examples of the challenges cities face include natural and industrial disasters, environmental emergencies, economic shocks, climate change impacts, drastic demographic changes and other unforeseen challenges.

Building resilience requires identification and assessment of hazard risks, reducing vulnerability and exposure, and increasing resistance, adaptive capacity, and emergency preparedness.

For more information:
www.iclei.org/resilience

Our vision:

All ICLEI Members shall prepare themselves to absorb and recover from any shock or stress while maintaining their essential functions, structures, and identity. They shall adjust their policies, plans and investments to ensure optimal resilience and quality of life for all.

ICLEI's approach for reaching this vision

Through the Resilient City Agenda, ICLEI mobilizes, guides and supports its Members to assess risks, define resilience measures, and embed such strategies in local development plans and processes.

- **Awareness and mobilization:** ICLEI's key strategy towards resilient cities is to raise awareness and knowledge on risks, promote good practice and guide sufficient action.
- **Drive change:** ICLEI acts as a global thought leader and driver of international concepts, approaches, and strategies of urban resilience, and informs the respective research agenda.
- **Local and global:** Combining direct support for local resilience building with advocacy for globally enabling conditions is ICLEI's core approach.
- **Regional focus:** ICLEI Regional Offices run supportive programs and campaigns for Members, providing methods, tools, guidelines, capacity building resources, and knowledge sharing initiatives to accelerate action adapted to local contexts.
- **Provide a global platform:** The annual Resilient Cities Bonn global forum on urban resilience and adaptation will continue to be the global platform for innovation, strategy building, reporting, debate and exchange, and will be complemented by regional and national fora.
- **Financing:** ICLEI challenges the global community, including public and private actors, to commit sufficient financial and human resources toward resilience building. ICLEI advocates for cities to be able to directly access such resources. ICLEI's global advocacy and partnerships support the implementation and financing of Resilient Cities programs at the regional and national level.
- **Member resources:** The outcomes of intensive work with selected model cities are disseminated to Members through both publicly available and Members-only online resources, as well as through targeted provision of custom fee-based services. Resilience building needs localized plans and policies.

New initiatives towards resilient cities 2015-2021

ICLEI will:

- Mobilize **ICLEI Members** so that at least 25% of all Members have defined and report on their risks, resilience policy, adaptation commitments, plans, and actions, as well as align their local policies and financial allocations to accelerate resilience.
- Expand the global **Resilient Cities Program** to provide research, reports, and consultation services.
- Further develop national and regional resilience planning **tools**, and make them accessible through online platforms to a majority of the Members and other interested local and regional governments.
- Optimize ICLEI's position as convener of global actors, and capitalize on our multitude of experiences with local resilience building processes to compile and promote the **latest findings**, innovations, and city successes.
- Support the implementation of the **Durban Adaptation Charter** through the DAC Secretariat, regional hubs, and global advocacy, and encourage further local governments to join as signatories.
- Profile the annual Resilient Cities Congress in Bonn as a leading global event and initiate new, and strengthen existing, **Regional Resilient Cities Congresses** and fora.
- Launch, in conjunction with partners, a **Resilient Cities China** forum in China.
- Develop, fundraise for, and offer a resilience program dedicated to **Small Islands States** at risk, including a framework for city-to-Small Islands States cooperation.
- Lead and encourage a global discourse on the future of low-lying delta and coastal cities which would explore the options around long-term **strategies for retreat or relocation** under the pressure of climate change impacts, while encouraging and leading model projects that would unpack the legal, institutional, economic and social implications of such strategies.
- Establish and support a global group of **lead cities** in resilience preparation.
- Develop a global initiative to support Members in identifying, assessing and reducing **urban risks**.
- Raise awareness among ICLEI Members of **natural and industrial disaster risks**, as well as the need for risk/vulnerability assessments, opportunities for risk reduction, resilience planning. Subsequently, support the introduction of Chief Resilience/ Risk Officer positions in cities, and encourage Members to join the UNISDR-ICLEI-Partners *Making Cities Resilient Campaign*.
- Support the development of globally applicable **urban resilience indicators** as a tool for local resilience planning and management.
- (Co-) design a **platform for managing standardized data** on urban risk and resilience, which would incorporate city risk profiles, activity reports and impact analysis.
- Initiate a discussion on the **data resilience** of cities to analyze potential risks of data use/ misuse, loss of data, as well as to establish a cities' desired level of data dependency.
- Support the implementation of the post-2015 **Framework for Disaster Risk Reduction** (Sendai Framework).
- Track global progress in urban resilience under the **Compact of Mayors**, and through the over 200 jurisdictions reporting to the **carbonn** Climate Registry (cCR). Advocate for an increased profile for these efforts to political and financial institutions at the local, national, and global level.
- Cooperate within the **Cities Climate Finance Leadership Alliance**.

5. BiodiverCity Agenda

BiodiverCities understand that a diverse natural world is the foundation of human existence, as it is relied upon for both survival and quality of life.

BiodiverCities are aware that ecosystem services contribute towards many essential municipal services, as well as towards the local economy, sustainability and social well-being of their cities.

Biodiversity in cities provides a critical contribution towards achieving the global biodiversity targets. It buffers further biodiversity loss, improves the urban standard of living, and provides local opportunities for global education and awareness.

Urban biodiversity offers many additional benefits, and is linked to health, poverty alleviation, habitat conservation, air and water quality, climate change adaptation and mitigation, food provision, fortified infrastructure resilience, and happiness of citizens.

For more information:
www.cbc.iclei.org
www.urbis.org

Our vision:

All ICLEI Members shall acknowledge, respect and integrate (urban) biodiversity and ecosystem services into all land-use, development planning and associated policy decisions.

ICLEI's approach for reaching this vision

Through the BiodiverCity Agenda, ICLEI encourages, guides and provides technical support for its Members to engage with, integrate and implement biodiversity issues in their local strategies, plans and processes.

ICLEI recognizes that addressing biodiversity requires context-sensitive solutions for different regions and municipalities, as each requires a slightly different approach and focus. To this end, although the BiodiverCity Agenda is underpinned by shared principles and good practice, ICLEI provides a networking forum for Members to share experiences and showcase good practices.

ICLEI also plays an integral role in influencing the global biodiversity agenda, providing a platform for all local governments to make their voice heard in the international biodiversity negotiations.

ICLEI promotes the following cornerstones for Local Action for Biodiversity, which are globally directed and coordinated through its Cities Biodiversity Center:

- **Mobilization through** increasing awareness of biodiversity and ecosystem benefits, ensuring that all information disseminated is underpinned with scientific and action-based evidence.
- **Innovative and integrated approaches** and methodology, developed through collaboration and partnerships with academic institutions, international organizations and other programs focused on improving urban biodiversity and ecosystem services.
- **Technical support** for Members through the provision of expert guidance, services, tools, and resources on local biodiversity and ecosystem services management, planning, and integration.
- **Making links:** Understanding that integrating biodiversity conservation with sustainability and resilience, ecosystem services, human well-being, poverty alleviation, and job creation provides cities with a rich multitude of positive and sustainable benefits.
- **Integration and mainstreaming of biodiversity into decision-making** at all levels of governance, both vertically and horizontally. Recognizing that healthy ecosystems significantly contribute to a variety of city objectives, notably in relation to land-use management, development planning and city infrastructure.
- Building **peer-to-peer learning and exchange** between Members to tackle common challenges and share ideas, **connect researchers and practitioners**, and foster **collaboration** between partner organizations and networks.

- **Improving vertical cooperation** between different levels of government so as to optimize biodiversity action, from joint planning (i.e. around spatial development frameworks) to coordination and reporting.
- Leading **global advocacy** for local governments and urban biodiversity and continuing to inform global processes which support ICLEI Members, including, but not limited to, the Convention on Biological Diversity and other United Nations Conventions and international platforms, such as IPBES, SDGs, etc.



New initiatives towards BiodiverCities 2015-2021

ICLEI will:

- Strengthen and promote its **Cities Biodiversity Center** (CBC), established in 2009 within the ICLEI Africa Regional Secretariat, as global hub of excellence and entry point for stakeholders, partners and others to engage on urban biodiversity and ecosystems work in-and-with cities and their partners.
- Support its **Members** in developing Biodiversity Action Planning, with the goal that more than 50 million inhabitants will directly reap biodiversity-related benefits from decisions taken by their local administrations.
- Develop and initiate further regional Local Action for Biodiversity (LAB) programs, and roll out **LAB South Africa** (Wetland Management under a Changing Climate) and **LAB-Korea**.
- Launch a catalogue of **services** that offer flexible, tailor-made support to local governments, and are based on the tried-and-tested components of the LAB Program.
- Initiate (in conjunction with key partners) a **global action and performance reporting platform** for urban biodiversity which aligns with the Carbonn climate reporting platform.
- Convene and embed its **Urban Nature Symposiums** into the ICLEI World Congresses in 2015, 2018, and 2021.
- Jointly organize (among the Secretariat of the CBD, ICLEI's Cities Biodiversity Center and ICLEI Mexico) the **City Biodiversity Summit for 2016**, in parallel to the CBD COP 13 in Los Cabos, Mexico.
- Cooperatively unveil an exciting, cutting-edge global initiative, "**Cities in Biodiversity Hotspots**", which focuses on embedding biodiversity and ecosystem goods and services with economic development and land-use frameworks in regions around the world that are most under threat.
- Further develop ICLEI's capacities as the Secretariat of the Urban Biosphere Initiative (**URBIS**). Enhance the URBIS Dialogues through the continuation of the URBIS webinar series, and develop and implement a formal cities recognition process for excellence in urban biodiversity management.
- Launch Urban Natural Assets for Africa (UNA Africa), an URBIS project that focuses on local implementation of the Aichi Biodiversity Targets, with partners in selected sub-Saharan African cities.
- Initiate a dedicated **Integrated Coastal Management** (ICM) initiative for coastal cities focused on improved management and sustainable utilization of fragile coastal ecosystems in the wake of rapid habitat loss, increasing coastal populations, and climate change.
- Participate as active member in the CBD Secretariat's **Global Partnership for Cities and Subnational Governments**, and continue to serve as Secretariat of the **Biodiversity Advisory Committee (BAC)** chaired by the ICLEI Global Executive Committee Portfolio Chair for BiodiverCities.

6. Smart City Agenda

“Smartness” is a means to contribute to sustainable development and resilience. Through sound decision making and the consideration of both a long and short-term perspective, “smartness” implies a holistic and systemic approach that is characterized by good governance and appropriate institutional infrastructure, processes and behaviors, as well as appropriately innovative use of techniques, technologies and natural resources. Core principles of sustainability, such as inter-generational justice, environmental justice, and social inclusion are the foundation of “smartness”.

A **Smart City** has embedded “smartness” into its operations, and is guided by the overarching goal of becoming more sustainable and resilient. It analyzes, monitors and optimizes its urban systems, be they physical (e.g. energy, water, waste, transportation and polluting emissions) or social (e.g. social and economic inclusion, governance, citizen participation), through transparent and inclusive information feedback mechanisms. A smart city commits to continuous learning and adaptation, and through the application of systems thinking, aspires to improve its inclusivity, cohesion, responsiveness, governance and the performance of its social, economic and physical systems.

For more information:
www.iclei.org/smartercities

Our vision:

All ICLEI Members shall optimize their physical, governance and social systems by applying systems thinking with people at the center and the goal to promote sustainable urban development.

ICLEI's approach for reaching this vision

Cornerstones of ICLEI's approach to Smart Cities include:

- **People are at the center:** Although the smart city discourse is informed by the opportunities and urban development solutions that arise from technological progress, particularly regarding the increased use of ICT and automation technologies, people must remain at the central focus of Smart Cities. This implies that associated technologies, infrastructures, and urban systems have to be based on inclusive, participatory, and service-oriented governance and decision making. Urban systems are **systems of people**; decisions made in regard to the adoption of progressive technological solutions depending on the benefit for the people of the city, as well as its overall sustainability.
- **Smart Cities to promote sustainability:** ICLEI explores how a smart city concept can best contribute to the notion of a sustainable city, and argues that “Smart City” should not replace “Sustainable City” as a normative concept.
- **Local action and information exchange:** ICLEI supports local governments in adapting Smart City solutions to meet their local sustainability goals. This locally driven approach will lead to different Smart City strategies across cities, with each city having contextually unique experiences. Trans-municipal learning, based on information and knowledge exchange between cities and different stakeholders on Smart City solutions and approaches, is therefore an essential for the global promotion of Smart City solutions.
- **Standardization:** Local government involvement in standardization for Smart Cities and Sustainable Cities is necessary to strengthen local self-governance while mainstreaming sustainability principles and promoting “smartness” that serves cities and their inhabitants.
- **Strategic Business Partnerships:** Technological progress and innovative solutions from the private sector are key drivers of Smart City developments. Additionally, physical flows and infrastructures in cities are increasingly managed by private sector actors. Entering **strategic and long-term partnerships** with private sector stakeholders is thus essential for ICLEI to shape the Smart City debate.

- **City-Business Cooperation:** ICLEI strives to bring together local governments and businesses in order to promote city-business dialogues and partnerships. Because public and private sector actors have different visions, interests, language, and institutional structures, facilitated dialogue and the promotion of innovative cooperation models between actors from both sides is necessary. ICLEI facilitates transparent **city-business cooperation** in order to promote inclusive and sustainable solutions for urban challenges.
- **System Integration and Urban NEXUS as critical issue:** Urban system integration (e.g. creating information feedback mechanisms, interlinking of urban flows, integrated planning and governance or other physical or institutional structures in cities) is a key method for creating synergies and improving the efficiency of a city and its functions.



New initiatives towards smart cities and green urban infrastructure 2015-2021

ICLEI will:

- **Widen its expertise and pool of knowledge** on Smart City initiatives and solutions through research, case studies and publications. Key thematic areas include (but are not limited to) system analysis and system mapping, data mining and management, smart sensing and metering, smart lighting and infrastructure integration, ICT applications for cities, data security, protecting privacy, transparency , fair and inclusive access to data, and other related areas.
- Explore and share with cities the opportunities of "smart approaches", especially in the areas of energy and resource efficiency, urban mobility and public participation.
- Make this knowledge available, provide consultancy and information **services to Members**, and use its expertise to influence the international Smart City debate and promote sustainable and people-centered Smart City approaches.
- Further extend its low-carbon development **Solutions Gateway** to include Smart City solutions. Partners from the public and business sectors will be invited to provide input as part of newly formed partnerships.
- Initiate and support pilot and **lighthouse projects** on Smart Cities and support their implementation, evaluation, and the exchange of knowledge gained through them.
- Engage in fairs and events which present technological, financial, organizational and institutional solutions for urban infrastructure, with the goal to present local needs to business and to provide city-business dialogue platforms. Examples include: **Metropolitan Solutions 2015 and 2016** (Berlin), **World Efficiency 2015** (Paris).
- Strategically work with **businesses** and business associations, which reflect with ICLEI's values, to form **concrete partnership agreements** in order to improve Member access to private sector partners and to promote city-business cooperation. These partnership agreements will be comprised of cooperation modules such as events, the Solutions Gateway, implementation projects, research and publication, and will go beyond the non-binding status of Memoranda of Understanding.
- Document and analyze, in partnership with the **WBCSD**, new institutionalized city-business cooperation models with the aim to provide recommendations on how to effectively design and implement transparent and inclusive multi-stakeholder processes with actors from the private sector, academia, and civil society.
- Extend its involvement in **standardization processes** on Smart and Sustainable Cities, within which ICLEI acts as the voice of local governments and in the interest of urban sustainability. ICLEI will actively inform Members and strongly support their participation in these processes.
- **Expand existing activities on Green Buildings, Local Renewables** and other physical systems to promote the systemic, city-wide application of standards, policies, regulations and planning practices.
- Consider a recognition and award program for **Smart City Leadership Excellence**.

7. EcoMobile City (Sustainable Urban Mobility) Agenda

An **EcoMobile City** fulfills its objective of creating a more livable and accessible city by utilizing **Sustainable Urban Mobility** principles to achieve significant reduction in GHG emissions and energy consumption, improvements to air quality, better use of public space and increased mobility opportunities for all citizens.

A key component of Sustainable Urban Mobility is **EcoMobility**, which gives priority to integrated, socially inclusive, and environmentally-friendly transport options.

EcoMobility comprises walking, cycling, wheeling, and passenger and, wherever possible, integrates shared mobility as an integrated alternative personal automobile use.

For more information:
www.iclei.org/ecomobility

Our vision:

All ICLEI Members shall prioritize urban mobility that caters for the needs of the people and allows more equitable use of urban space by giving preference to walking, cycling, wheeling and public transport in an integrated and shared manner.

ICLEI's approach for reaching this vision

ICLEI assists its Members incorporate a systematic approach to sustainable mobility, including:

- **Integrated planning:** Integrating sustainable urban mobility and EcoMobility into land-use and transportation planning is a key strategy for low-carbon, resource-efficient, resilient and smart cities.
- **Integrated transport systems:** Integrated, as opposed to isolated, systems for moving people and goods are the future. The guiding goals are to pave the way for the implementation non-motorized transportation infrastructure and to foster improved integration of public transport.
- **New opportunities:** Multi-modal and integrated transportation systems offer a synergistic approach to urban development and people-centered public spaces.
- **Assessment and evaluation:** Developing and implementing tailor-made performance measurement, monitoring, and evaluation tools on urban mobility will enable ICLEI to chart development of urban mobility among its Membership.
- **Accessibility and partnerships:** Generating increased information and experience through valuable partnerships with global, regional and local mobility experts will amplify the ability of ICLEI Member cities to access knowledge directed at conceptualizing, developing and implementing EcoMobility.
- **Regional outreach:** To date, EcoMobility has been a global ICLEI initiative that represents a cooperative network of advanced cities and global lead partners. The next phase will strengthen outreach at the regional level, emphasizing the dissemination of the global experience at the local level. To support these initiatives, several existing programs on sustainable urban mobility will be linked together.

New initiatives towards EcoMobile Cities 2015-2021

ICLEI will:

- Support its Members in developing urban mobility options, so that **more than 50 million inhabitants** will directly benefit from actions related to EcoMobility.
- Adapt the **SHIFT methodology** for urban mobility performance measurement and monitoring to further regions, starting with North America, South Asia and East Asia.
- Expand the **EcoMobility Alliance** to at least 30 participating Members by 2018, and partner with a new chair city that is ready to co-fund the global facilitation.
- Support the implementation of the **2015 EcoMobility Festival and Congress and Dialogues** in Johannesburg, South Africa in October 2015.
- Invite expressions of **interest** from Members interested in hosting an EcoMobility Festival and Congress between 2016 and 2021.
- Encourage cities to implement a **tailor-made** version of the month long car-free experience.
- **Offer training and capacity building** services for enhancing sustainable urban transport at the local, sub-national, and national level.
- Initiate a program addressing **Urban Health** and Mobility.
- Initiate a program on urban freight (**EcoLogistics**).
- Initiate further **strategic partnerships** with organizations involved in mass transportation, alternative fuels, innovative technologies, innovative financing mechanisms, and other topics which support the development of urban mobility infrastructure and policies in cities.
- Increase its thematic **online presence**, with an improved website that features a collection of technical and policy documents on sustainable urban transport. Social media will be used to disseminate the EcoMobility message and successes to a wider audience.



8. Happy, Healthy and Inclusive Communities Agenda

Happy, Healthy and Inclusive Communities look beyond GDP as the primary indicator for development, choosing to prioritize health and happiness for all. They are vibrant, clean, healthy, inclusive, peaceful and safe and offer education, culture, green employment, high quality of life, and good governance.

Provide opportunities for interaction, community engagement in decision making, and plan for both the needs of an increasingly aging society and for the younger demographics (many regions of the world are experiencing growth in their ageing population, while others have an increasingly young populations).

Happy, Healthy and Inclusive Communities will extend its mandate to both individuals and society-at-large.

For more information:
www.iclei.org/ecomobility

Our vision:

ICLEI Members shall measure their performance on becoming vibrant, clean, healthy, inclusive, peaceful and safe, while engaging civil society and directing their spending towards public spaces, active mobility, health environmental conditions and similar.

ICLEI's approach to reaching this vision

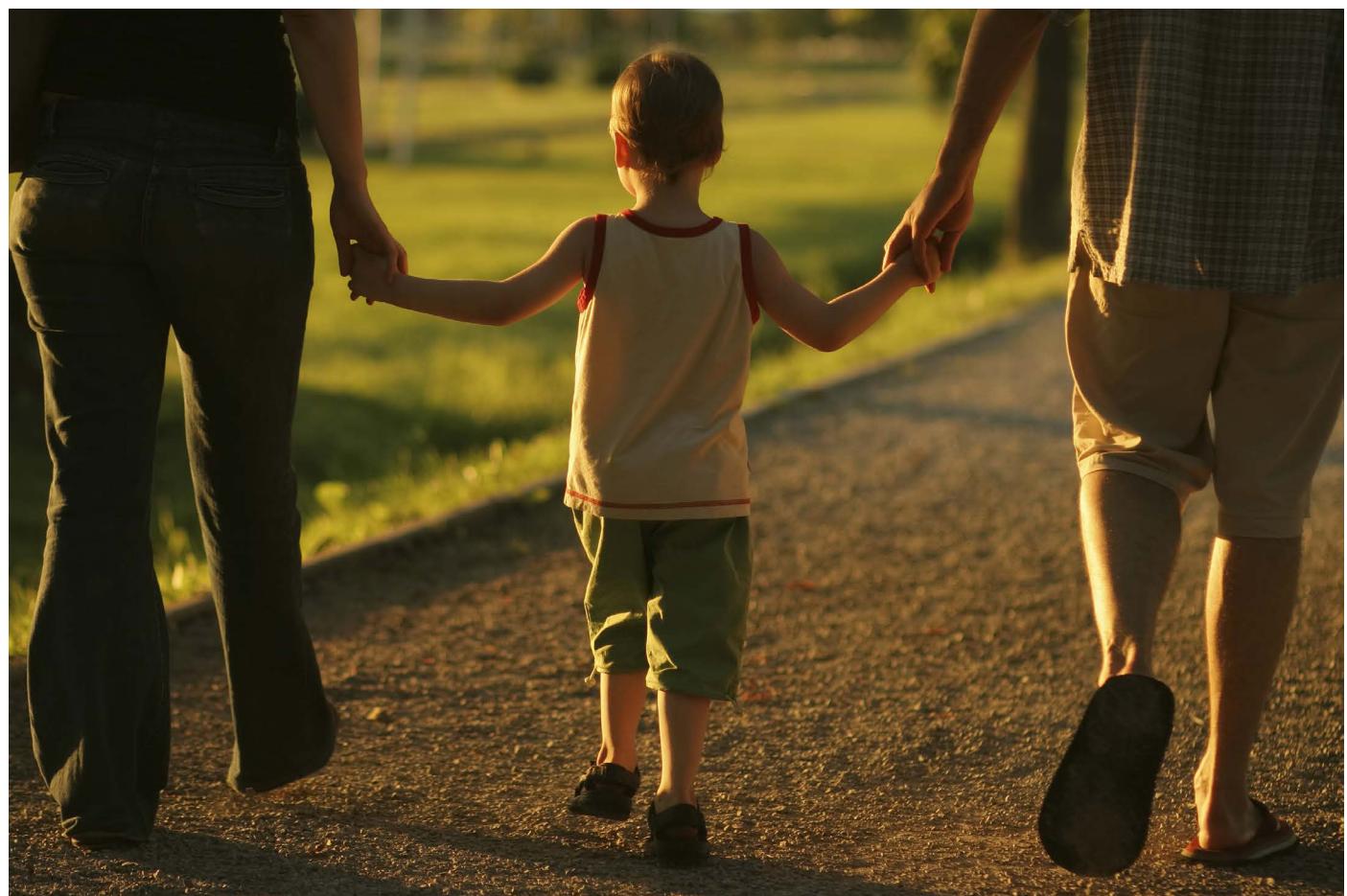
ICLEI assists its Members through

- **Awareness and mobilization:** The health and happiness of its inhabitants must remain the directive of all cities. ICLEI advises its Members to incorporate wellness, health, happiness, community engagement, and social inclusivity as relevant policy targets for sustainability.
- **Local action:** Policy development, implementation, and evaluation of achievements towards happy and healthy cities will be supported by model projects.
- **Connecting cities:** ICLEI will offer networking opportunities to cities which measure initiatives by their contribution to health and happiness for their inhabitants, or carryout exemplary actions in improving the quality of air, water, and public spaces.
- **Debate “development beyond GDP”:** ICLEI will continue to serve as a thought leader and driver of the debate on alternatives to GDP for measuring success and progress.

New initiatives towards happy communities 2015-2021

ICLEI will:

- Explore opportunities for developing an **evaluation program** that will measure the health and happiness of a community, and connect cities that are interesting in cooperating on this theme.
- Utilize opportunities for rolling out contextually appropriate **regional programs** focused on Safe and Healthy Communities in Africa, Latin America and Asia.
- Develop a program on **urban mobility and health**, as well as on connections between public health and the built environment.
- Further emphasize links between culture and wellbeing of communities, as currently explored through the **Green Pilgrimage Network**.
- Initiate a program on vibrant and inclusive **public spaces** in member cities, focusing on environment, health and wellbeing of citizens.
- Promote and demonstrate the relevance of this Agenda in global discussions such as Habitat III and the Global **SGD** dialogues.
- Develop a global program for **rating** cities on their achievements in integrating healthy, happy and inclusive principles.
- Co-develop a city **happiness index**, based on the experience of ICLEI Members in Bhutan.



9. Sustainable Local Economy & Procurement Agenda

A sustainable local economy improves human well-being and social equity, while significantly reducing environmental risks and natural resource scarcity. A sustainable local economy is resource efficient, low-carbon, socially responsible and diverse.

It prioritizes an economy that creates jobs in green-growth industries, investment in cleaner technologies, innovation, skills and entrepreneurship, all of which are needed to create sustainable cities.

A sustainable local economy seeks fundamentally new models of production and consumption, changing and decoupling economic growth from resource consumption and environmental degradation, and factoring in environmental and social costs into the price of goods and services. This can only be realized by forward-thinking local and regional governments that are committed to developing an enabling policy, legal and financial framework.

Our vision:

All ICLEI Members shall mobilize their legal, planning and financial means to accelerate the transformation towards a sustainable economy.

All ICLEI Members shall make sustainable procurement their standard practice and use their purchasing power to influence the market towards sustainable production and consumption.

ICLEI's approach to reaching this vision Sustainable Economy

ICLEI's aim is the promotion and support of a sustainable and green local economy as a key enabling factor for urban sustainability. Principles of such an economy include:

- Decoupling growth from resource consumption.
- Cyclic economy within the private and public sector.
- Innovative, clean technologies, eco-design and social entrepreneurship.
- Breaking down barriers to SME participation.
- Encouraging investment in sustainable economic concepts and models.
- De-investment strategies for fossil based industries.
- Including life-cycle costs in all calculations.
- Modernization of public administrations to reflect the dynamic changes in economy and society.

Sustainable Procurement

ICLEI's aim is to provide professional advice, networking opportunities, training and tools to public authorities wanting to implement high quality, cost effective sustainable and innovation procurement practices. ICLEI's specific approach includes:

- **Promoting** sustainable and innovation procurement to public authorities as a means of meeting environmental, social and economic goals.
- **Providing** a central knowledge hub where people can come to find information on sustainable and innovation procurement.
- **Supporting** public authorities in implementing sustainable and innovation procurement and help promote their achievements.
- **Undertaking** research to develop methodologies and tools that help public authorities to implement sustainable and innovation procurement.
- **Providing** opportunities for people to share experiences and network with others on sustainable and innovation procurement.

- **Promoting** dialogue between public authority procurers and suppliers.
- **Forming** a link between policy making bodies and public authorities and providing input into the development of national, European and international initiatives on sustainable and innovation procurement.

New initiatives towards developing a sustainable urban economy 2015-2021

Sustainable Economy

ICLEI will:

- Incorporate **principles** of a sustainable economy into project design and its methodologies.
- Support the **cooperation** of Members in regard to the sustainable economy, and how they can promote it.
- Support the concept of "**sharing cities**".
- Share, among its Members, experiences with "**local currencies**" as means to strengthen local economic cycles.
- Strengthen its cooperation with the World Business Council for Sustainable Development to document, analysis and further develop models of local and institutionalized **cooperation processes** between local governments and (local) businesses.

Sustainable Procurement

ICLEI will:

- Create and facilitate a worldwide **network of leading cities** that meet, share and develop their capabilities to implement sustainable and innovation procurement to drive a transition to sustainable production and consumption. This network will be supported and chaired by Seoul Metropolitan Government, Republic of Korea.
- Establish the EcoProcura Conference series in **China**.
- Use its expertise to create **procurement networks, programs and initiatives** in South America, Africa and East Asia.
- Further develop the **Procura+ Campaign** and transform it into a wider European Sustainable Procurement and Innovation Network.
- Pilot **sub-national procurement** networks in Europe.
- Offer high quality networking events in Europe via the **Procura+ Seminar** series, discussing most recent topics with selected public authorities.
- Organize further **EcoProcura Conferences** in Europe between 2017 and 2021, for which host cities are being sought.
- Revise the 3rd edition of the ICLEI's **Procura+ manual** as guide to implementing sustainable public procurement, and adjust and transfer it to further regions.
- Develop public procurement **communities** on low-carbon solutions in the field of waste management, prevention and treatment and innovative bio-based products and services.
- Move towards the implementation of **Public Procurement of Innovation** through contributing to the PPI4Waste project on finding innovative low-carbon solutions in the field of waste management, prevention and treatment.
- Continue to manage the **EU GPP Helpdesk** on behalf of the European Commission, addressing enquiries on green public procurement, providing case studies and sharing information on the latest European developments in public procurement.
- Update the European Commission's publication "**Buying Green!** A Handbook for Environmental Public Procurement" (3rd Edition).

Public procurement provides an enormous and often overlooked opportunity to spur sustainability, innovation and make the transition towards a sustainable economy.

By undertaking **innovative and sustainable procurement**, local and regional governments ensure that tax revenue is used responsibly and that public purchasing power brings about major environmental and social benefits locally and globally. If used effectively, procurement can also support cities in making financial savings, whilst delivering superior public services in more efficient and effective ways.

10. Sustainable City-Region Cooperation Agenda

Regions and sub-national governments are crucial drivers for global sustainability. In addition to their own policies, plans and initiatives which align with sustainability principles, they provide enabling framework conditions for the cities and municipalities within jurisdictional boundaries, and use their powers of representation to amplify influence at the national level.

City-region cooperation and urban-rural interaction build the conditions necessary to advance sustainability on the local, regional and sub-national level. Public transport, local and regional energy generation, resource flows, food systems, productive city-regions and urban planning can often most successfully be approached within a wider functional area. Multi-level governance is an organized and responsible mechanism that allows governments of different levels to execute their diverse responsibilities in a shared direction. Such coordination, as well as the vertical integration of policy implementation, is vital for achieving sustainability goals.

Our vision:

All tiers of subnational governments as well as regional and metropolitan entities shall drive sustainability through own policies and plans and through frameworks for greater linkages between cities and their surrounding regions.

ICLEI's approach to reaching this vision

ICLEI's approach is based on three core strategies:

- **Sustainability agendas on regional and sub-national levels:** Regional and sub-national actors are encouraged to provide assistance to augment capacity building and support programs for the development and implementation of city-region cooperation and resulting sustainability plans.
- **Enabling regional framework conditions:** Cities and local governments that are component parts of a regional government need support. ICLEI enables policies, programs, financial incentives and capacity building, and encourages higher levels of government to start initiatives which request, enable, facilitate and monitor the activities of local government actors.
- **City-region cooperation:** New governance models which facilitate municipal cooperation and coordination are a precondition for advancing the generation, protection, and equitable use of natural, social and economic resources. Land-distribution, water use, food, transportation, financial flows, and large-scale infrastructure initiatives are only a few examples of priorities that can be jointly and sustainably organized. It is with this in mind that the development and extension of efficient and just city-region cooperation models are supported, and the subsequent results are analyzed and shared.

New initiatives for sustainable regions 2015-2021

ICLEI will:

- **Develop a Regional Government Package for sustainability agendas on regional and sub-national levels.**
- Provide a unique **package** for regional governments that join the ICLEI network and a locally contextualized package of **services** to indicate their inclusion in the global sustainability drive. These offerings will allow regional governments to better serve their population through multi-level capacity building and project support work, by building and improving sustainable linkages within their jurisdictions.
- Endeavour to **apply** ICLEI's ten strategic agendas to a regional context, whereby services, networking opportunities and technical support can become more clearly available for the various tiers of subnational government. Different approaches will be pursued, and tools will be adjusted to meet the fundamental sustainability challenges at regional scale.
- Reach out to Provinces, States, Counties, Prefectures, Departments, Regions and equivalent sub-national bodies as well as their networks to establish, lead and enable interconnected regionalized networks which include local actors and to set-up contextualized **support programs**, which are packages of services for the **region's constituent local governments** and cities. These will be designed and developed together with the regional government and respective local governments.
- Connect under-capacitated subnational governments with those which are in a position to **share** their capacity.
- Design and initiate **projects** on city-region cooperation, with the goal of promoting city growth and development without incurring negative economic, social or environmental impacts on the surrounding region.
- Contribute to the design and development of **governance models** which facilitate increased and improved city-region relations, particularly for metropolitan areas.
- Encourage, support and share **research** about the implications of **urbanization** on surrounding regions, with the goal of promoting regional sustainability and mutually beneficial cooperation.
- Work with developing countries towards **building capacity** and governance structures that grow linkages between cities and their regions, and mainstream sustainable development in their policies.
- Establish further **partnerships** with national and international organizations which engage with and include second-tier subnational governments as members.
- Represent the voices of provincial and state governments in all **advocacy** efforts, especially in regard to the international climate and biodiversity negotiations, the protection of water resources, the debate on urban Sustainable Development Goals, and the preparations for Habitat III.
- **Engage with national governments** to support their sustainability programs for sub-national governments.
- Engage with R20 as a primary partner of ICLEI in this field.

ICLEI - Local Governments for Sustainability

WHO? Who is ICLEI?

ICLEI is a global non-profit association of over 1,000 cities, towns and metropolises with the mission to promote global sustainability through local action.

We have over 250 urban development professionals working in 17 secretariats and offices, supporting cities to become sustainable, low-carbon, resilient, biodiverse, resource-efficient and productive, healthy and happy, with a green economy and smart infrastructure.

Over 20% of the world's urban population benefit from the work we do which is global in scope and impact, and yet very local in implementation.

WHY? Why do we do what we do?

Cities are where we must address both local and global sustainability challenges. As cities and metropolitan areas are centers of growth, activity and innovation, they are at once the drivers and subjects of environmental and social change, with an immense potential for implementing urgently needed sustainability solutions.

As city leaders, local governments are crucial actors in a position to advance local action. Addressing these challenges requires international commitment and collective action at all levels of government. This is why ICLEI drives a global movement of local governments, united in pursuit of positive change through collective learning, exchange and capacity building.

Through our ten thematic Urban Agendas, we support our Members to create positive impacts on the Planet they care for (by leading type of development that respects the planetary boundaries), People they serve (by enhancing their social and cultural well-being), Places they operate (by ensuring prosperity through generating a green, inclusive and productive economy), and Policies that they govern (by implementing participatory and integrated mechanisms, caring for an urban-rural continuum, seeking for vertical integration and participating in global efforts as governmental stakeholders).

WHAT? What does ICLEI offer?

ICLEI offers local and subnational governments from around the world support and access to: networking and peer exchange opportunities (at congresses, through thematic networks, alliances and programs); a solid knowledge and contact bank of good practices, experts and solution providers; institutional capacity building and technical consulting on innovative technical, organizational, financial and social solutions; information and setting standards on sustainability coupled with practical frameworks, methodologies and tools; and global advocacy services that aim for the appropriate recognition, engagement and empowerment of local governments as governmental stakeholders in the global efforts.

HOW? How does ICLEI accomplish its mission?

ICLEI combines the power of a global membership network with dedicated political leaders, skilled government officials, and local practitioners, and a team of experts and staff with strong technical backgrounds and experience working with and in cities. This collective institutional experience is one of the core values of the ICLEI global network, and provides the basis for creating regional and thematic knowledge platforms, policies, networks, programs and projects to accomplish our mission.

Partnering with ICLEI gives Members and other stakeholders access to the cumulative knowledge of the world's largest local government sustainability network.

