Executive Summary

1. Mayors around the world are setting ambitious commitments to tackle climate change. These commitments are an important step, but ambition alone will not help cities realize their goals.

2. While Mayors and city sustainability teams have done the critical work of setting an initial climate agenda, cities are struggling to move from planning to execution. Continuing a "business as usual" approach to climate action is unlikely to deliver the carbon reductions needed to limit global warming to 1.5˚C or achieve carbon neutrality goals.

While nearly two-thirds of cities surveyed had climate action plans or started to pilot projects…

… only 22% reported implementing projects at scale.

3. A new approach is needed to spur action across city government. Mayors and other city leaders should focus on changing underlying systems to embed climate considerations in the nuts and bolts of city operations. At the same time, cities need to efficiently communicate a compelling narrative that shows how proactive climate action improves quality of life for their residents.

4. Tools, data, and technology can play a role in this new approach. Specifically, tools that help cities develop projects or policies and articulate the benefits of those programs/policies in ways that matter to residents.

CONTEXT & APPROACH

Context

- **Mayors continue to raise their ambition on climate action.** 1,814 cities have declared climate emergencies and numerous cities have accelerated targets for carbon neutrality. These commitments are an important first step in addressing climate change, but don't reduce greenhouse gas (GHG) emissions on their own.

- **Despite these commitments, cities are making limited near-term progress** in lowering their GHG emissions. A 2020 Brookings scan of the 100 largest cities in the U.S. found that two-thirds of cities with GHG goals are lagging their short-term emission targets. Progress toward longer term targets is even more troubling; on average, cities need to reduce emissions an additional 64% to reach their 2050 targets.

Projected city progress against short-term GHG targets [1]

Cities lagging their short-term emission targets

% Difference Between Inventory Emissions and Target Emissions
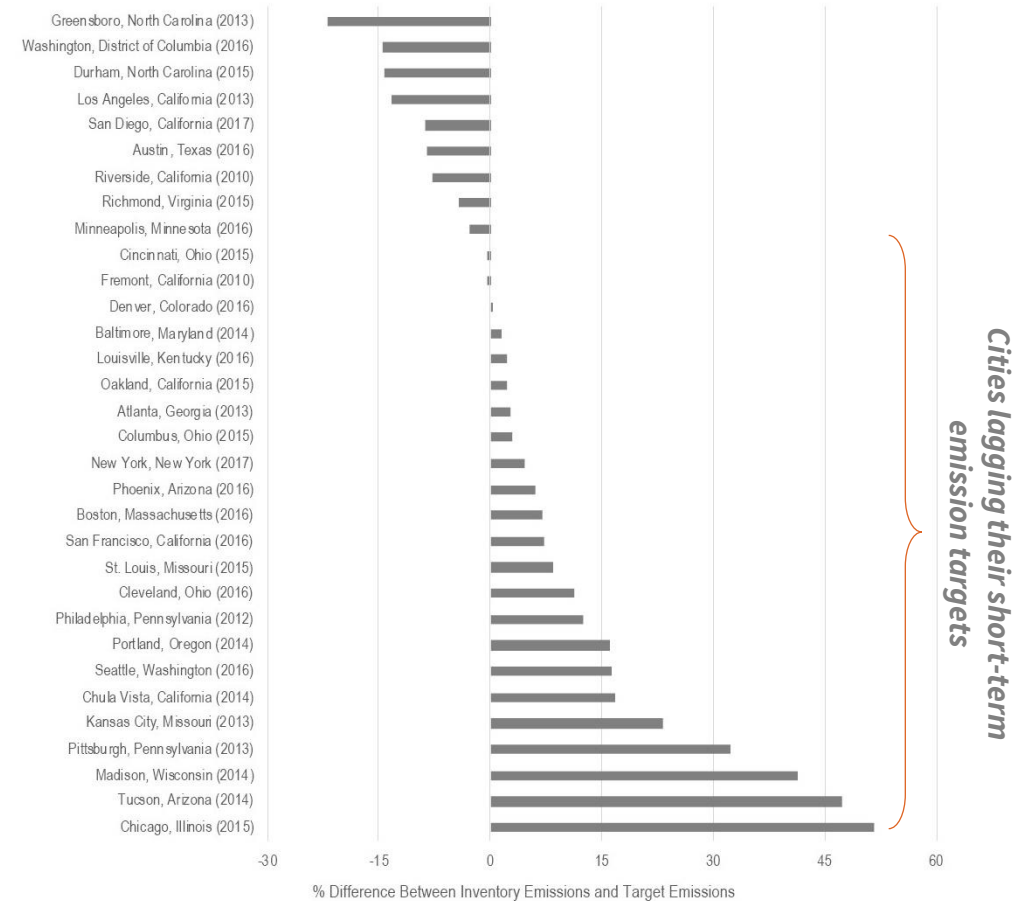
With this in mind, Bloomberg Associates partnered with the Global Covenant of Mayors (GCoM) and the World Resources Institute (WRI) to understand what obstacles cities face in their climate journey, what is holding them back, and potential opportunities and solutions to accelerate climate action in cities.

[1] Pledges and progress: Steps toward greenhouse gas emissions reductions in the 100 largest cities across the United States, October 2020, The Brookings Institute.

Process

In partnership with GCoM and WRI, Bloomberg Associates launched a robust effort in September 2019. As part of this work, we have:

- **Interviewed over 50 sustainability directors, deputy mayors, and other senior leaders** to understand progress on and barriers to climate action in cities.

- **Surveyed an additional 300 cities** to get a broader perspective on climate action and tools.

- **Identified over 600 tools**[1] cities use for climate programs and **conducted deep dives on 58 tools.**

- **Gathered feedback through a 16-person, global steering committee** with practitioner-focused staff from a variety of regional climate networks.

This report focuses specifically on climate mitigation, with a broad focus on ways to accelerate GHG reductions in cities, not exclusively on tools.

Interview Participants

Survey Responses

Region	Respondents
Latin America & The Caribbean	79
Sub Saharan Africa	48
North America	37
Middle East & North Africa	35
Southeast Asia	31
Eastern Europe & Central Asia	22
European Union & Western Europe	21
Oceania	9
East Asia	7
South Asia	3
Total	**292**

[1] We defined a tool as: "Any instrument, application, and algorithm that better informs decision making, especially around planning, service provision, and regulatory assessments and leads to more effective public policy for cities and local governments."

FINDINGS

Key Insights

1 **Cities are not getting to scale on climate action.** Although most cities that were surveyed had completed GHG inventories and climate plans, only 22% of respondents reported implementing actions at scale.

2 **Cities are struggling to act for several reasons. While finance was reported as a major challenge, other issues were equally important**:

- Leaders may be broadly committed to climate action, but **city staff are often unable to articulate a compelling case for individual projects or policies** (beyond emissions reductions). As a result, it is difficult to get climate projects prioritized.

- **Cities need dedicated staff to move projects from idea to execution**. They often have access to technical expertise to develop a program, but limited staff to shepherd projects, which causes recurring delays.

- Despite progress in building centralized sustainability teams, **cities have struggled to build a cadre of sustainability leaders across municipal government**. As a result, building buy in from key administrative (i.e., finance) and operational (e.g., transportation) agencies is a challenge.

3 **The majority of existing climate tools focus on areas where cities have been making progress** (e.g., GHG inventories, climate planning) **and not on areas needed for execution** (e.g., attracting capital, implementing projects).

4 **Accelerating city climate action requires engaging decision makers across city government, building staff capacity to drive projects, and taking collaborative climate action at a metropolitan scale**. For tools, future tool development should focus on new tools that support individual project development and adaption of existing tools to lower barriers to use.
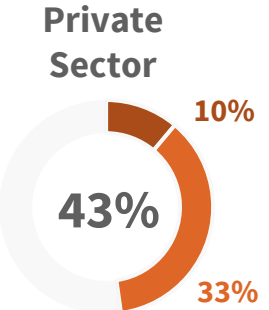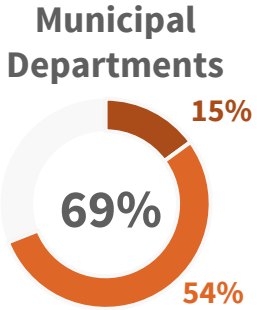
Climate is a priority for a majority of Mayors in participating cities*…

Mayor

80%

35%

45%

■ Top priority
■ Important, but one of many priorities
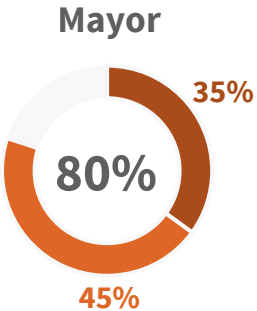
80% of cities responding to the survey indicated climate is a top priority or an important issue for their Mayor; 1-in-3 cities stated that it is a top priority.

However, respondents indicated **climate is less of a priority among other critical stakeholders**.

Municipal Departments

15%

69%

54%

Chief Financial Officer

15%

50%

35%

Private Sector

10%

43%

33%

Demographic Spotlight

Cities in low-income countries are more than twice as likely to report climate as a top priority for their Mayor compared to high-income countries.

Low-income economies

56%

High-income economies

24%

☐ Top priority for Mayor

* This may not be representative of cities more broadly, as the survey targeted GCoM members and development of a GHG inventory and climate action plan are required for GCoM membership.

BA

… but cities are not getting to scale on action.

Cities of all sizes, geographies, and political profiles are struggling to execute their climate agendas. While 59% of cities that responded to our survey reported they had developed climate action plans or started pilot projects[1], **only 22% reported implementing at scale.**

This was consistent even among cities that have climate plans.

Among cities with a climate action plan, only 30% reported implementing at scale.

This was even the case in cities with a climate-champion as Mayor.

In cities that reported climate as a top priority for the Mayor, only 28% reported implementing at scale.

Support from CFOs was more aligned with deeper action.

When climate was a top priority for CFOs, cities were 17% more likely to implement at scale and 35% more likely to evaluate impact.

---

[1]   This may not be representative of cities more broadly, as the survey targeted GCoM members and the development of a GHG inventory and climate action plan are required steps for GCoM membership.

While finance is a major challenge, other critical issues are preventing deeper action.

- **Outcome data to make the case**: City staff are often unable to articulate a compelling case for climate action with key decision makers based on GHG emissions alone. Many important data sets (e.g., air quality, jobs, public health), are not being utilized or available to cities. This makes it difficult to get projects prioritized by Mayors, CFOs, and Department heads even when city leadership cares about climate.

- **Project management capacity**: Sustainability teams often have access to the technical expertise needed to shape the details of a potential project, but cities lack staff to effectively manage projects from idea to execution.

- **Operationalizing sustainability**: Cities have struggled to build a cadre of sustainability leaders outside of the Mayor's Office. As a result, building buy in from key administrative (e.g., finance) and operational (e.g., transportation) agencies is a challenge.

Top Challenges from Survey

Challenge	%
Finance and investment from national/regional governments	47%
Securing funding within city operating budget	40%
Staff capacity and/or technical expertise to develop and implement projects	37%
Securing funding within capital plans	31%
Integrating climate action into the day-to-day work of existing city departments	30%

0%   20%   40%   60%

Note: Respondents could choose up to three options.

BA

More than half of cities are using tools to support climate action*…
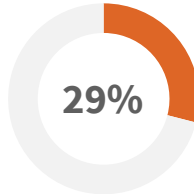
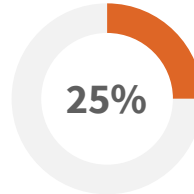64% of cities surveyed reported using at least one tool to support their climate work. The most common use cases:

38%
GHG accounting

33%
Support communication
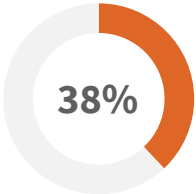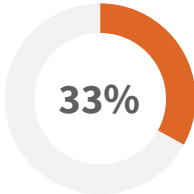
29%
Identify climate risks

25%
Project management and prioritize actions/policies

Regional Spotlight

Tool use varies widely across regions. Nearly all of USA and Oceana respondents use at least one tool, while only ~50% of cities in Eastern Europe & Central Asia, Western Europe, along with the Middle East and North Africa reported using tools to inform their climate work.

The most important features cities are looking for in climate tools include:

Ease of use

Outputs that support communications

Cost

* While we defined a "tool" in the survey, a review of free responses indicates that some of the tools reported did not conform to the project definition. As a result, tool use may be overestimated.

… but existing tools do not support key activities that enable implementation.

Climate Action Phase*	Tool Findings
Understanding	• Most tools are **focused on helping to translate activity data into GHG inventories**. • Gaps exist when it comes to the collection and incorporation of outcome and equity-focused data. • More broadly, **early-stage tools are time intensive and could be simplified** to reduce the burden on cities.
Planning	• Many tools exist to **support technical planning activities**, evaluating costs and GHG impacts of potential projects, and developing a prioritized list of actions. • **Limited support for activities that enable a transition into execution** (e.g., understanding interconnectivity and non-climate benefits of projects).
Executing	• Very limited support for tools. • Tools that do support this phase **tend to be very technical or engineering focused** (e.g., estimating congestion benefits of a road engineering project), **user intensive, and do not connect to other non-GHG outcomes.**
Monitoring	• Some support for tools, though that support primarily comes in areas directly connected to Understanding phase activities (e.g., updated GHG inventories). • **Gaps exist when it comes to impact evaluation of policies**, particularly around non-climate and equity impacts.
Communicating	• Limited support from tools. • Most tool **outputs tend to be technical and not focused on storytelling.**

* See appendix for more details on the actions in each step of the Climate Action Phases.

B_A

There are several opportunities to accelerate implementation.

We see an opportunity for cities to better incorporate outcome and equity data into decision-making and to build buy-in for climate action across city government. Looking at tools, modifications to existing tools or new tool developments should focus on reducing complexity for tool users and filling gaps that support implementation.

Opportunities to Support Cities

- **Engaging key-decision makers across city government** (COO, CFO, Department Heads) to build buy in and accountability for climate action
- Building **staff-level capacity** to own and drive projects and implementation
- Facilitating **inter-city coordination on a metropolitan-scale**

Priority Tool Opportunities

- Tools to **support individual project development** that can build early buy in, attract early-stage funding, and change the paradigm around transportation data to focus on holistic outcomes, particularly for transportation planning.
- Building **geospatial analysis tools** to help cities incorporate equity data into their program designs.
- Developing **city-wide, building-level analysis tools** to help cities understand their building stock.
- **Simplifying existing tools** to lower barriers to use (e.g., better proxy data, simplifying outputs to align with reporting frameworks)
- Widespread **incorporation of equity and outcome benefits**

RECOMMENDATIONS

Overview

Our research uncovered three critical strategies for cities to accelerate the pace and deepen the scale of climate action. These include:

1. **Building a culture of sustainability throughout city leadership**
    Mayors are making ambitious climate commitments and many cities have a dedicated, senior staff member accountable for climate action. Despite progress in building sustainability teams themselves, cities have struggled to build a cadre of sustainability leaders across city government. Moving forward, cities should be **focusing on engaging the rest of city government** (department heads, finance, city managers, etc.) **and integrating climate into city-wide plans to ensure climate actions are implemented at scale**.

2. **Expanding focus on project development and execution**
    Cities are making progress on the early stages of climate action, nearly 60% of cities surveyed reported developing a GHG inventory or a climate action plan. While inventories and plans are important; **cities, city networks, and other partners should focus on easing the burden of these early-stage activities while expanding the time and attention spent on individual projects or policies.**

3. **Collaborating and engaging regional, metropolitan scale partners**
    In addition to global and national coordination, **metro-area collaboration is needed to drive down emissions**. Avoiding a 1.5ᵒC increase in temperature requires reducing emissions not only in anchor cities, but in cities across their metropolitan regions. For example, the 25 American Cities Climate Challenge (ACCC) cities account for just 36% of the GHG emissions within their wider metropolitan areas.

1. Building a culture of sustainability throughout city leadership

Centralized sustainability teams are critical to advancing a sustainability agenda. They marshal Mayoral support, champion the development of sustainability plans, and serve as a single point of contact for external engagement on climate issues. However, they have often not been able to effectively mobilize action outside of the Mayor's Office.

Cities can build on this progress by focusing on efforts that take a systems-approach to engaging critical city departments including Finance, Urban Planning, and Transportation. There are existing efforts that provide examples of this more targeted collaboration that can be built upon (e.g., the Bloomberg American Cities Climate Challenge or ACCC). Other strategies cities can pursue to build a culture of sustainability across city government include:

- **Embedding accountability into department leadership.** This could come through incorporating sustainability into job descriptions, recruitment efforts, performance evaluation processes, and elected official briefing templates.

- **Engaging department leadership** to encourage a focus on climate and demonstrate how it can help achieve departmental outcomes.

- **Working with key citywide decision makers**, such as CFOs, to shift city financial systems and promote more innovation (e.g., carbon budgets, internal carbon taxes).

- **Improving access to and collection of outcome/equity data** and using these outcomes to make the case for climate action.

2. Expanding focus on project development and execution

The tools ecosystem is well populated with tools that support GHG inventories and general climate action planning. While there are clear opportunities to refine those tools and help fill gaps, many cities are finding ways to move through those phases. Project-level efforts are much further behind. The development of new tools that support project development activities in parallel with other city-level interventions would help accelerate action. City Networks and other partners can support cities on this journey by:

City-level Support

- Developing **standardized playbooks** (including example pitch decks) that provide easy-to-follow guidance for the major steps in a project's development (e.g., how cities can engage in regulatory proceedings with utilities).

- Strengthening departments by **embedding project-level support** (less technical advice and coaching, more direct project management capacity) and **providing capacity building targeted at department staff**.

Tool Support

- Investing in **automation to fill priority tool-related gaps** (as outlined on page 13).

- Evaluating existing execution-related tools and frameworks for other sectors (finance, planning, etc.) and investing to **embed climate considerations into those processes**.

- Aligning on a set of **tool principles** that developers should follow to ensure tools are widely used (e.g., simple and easy to use, modular, publicly available, etc.)*

3. Collaborating and engaging regional, metropolitan scale partners

In our interviews, many cities highlighted the challenge of "going it alone." For cities that are an "anchor" municipality in a larger region, their ability to make an impact on climate depends on their ability to mobilize those around them. This is particularly important in the Global South, where capacity in smaller cities is particularly limited.

A **metropolitan-scale approach** solves multiple challenges:

- Increases local government's ability to influence regional or national actors
- Solves for a broader range of environmental outcomes that may not be under direct control of the anchor city
- Addresses capacity gaps and promotes peer sharing
- Dramatically increases the scale of impact that can be achieved

Case Study: Guadalajara, Mexico.

Guadalajara serves as the anchor municipality for a metro region with nine Mayors. While the impacts of climate policy are disaggregated across the region, Guadalajara provides expertise and capacity enabling all cities to take meaningful action.

Building on Recommendation 1, any efforts to support regional climate action should include a focus beyond climate staff to incorporate public health, transportation, and land use planning teams. This is particularly important in smaller communities that are less likely to have dedicated sustainability staff.

BA

Additional Areas of Opportunity

In addition to the three recommendations on page 15, cities identified two additional challenges that need to be addressed. While we did not devote meaningful time toward these issues, as others are focused on these issues, both are relevant for all types of cities and are critical to reaching scale across and within cities.

1. **Unlocking the Finance Challenge**: While there are several large-scale funding mechanisms available to support climate action, most exist at the national or NGO scale. These funds are often quite competitive, and it can be hard for smaller cities to compete. At the same time, these dollars are allocated for specific projects and do not provide a long-term source of funding for a city. Cities like Denver, Portland, and London are beginning to address this by establishing dedicated revenue streams to provide recurring sources of climate funding. Additionally, a concerted effort to resource pre-development activities through initiatives like the City Climate Finance Gap Fund and the C40 City Facility could help to advance projects from concept to investment.

2. **Enabling More Robust Community Engagement**: As cities increase their focus on equity, community engagement becomes even more critical. Investments in automation in other areas can help free up capacity for more authentic engagement, while new digital engagement tools can help cities reach populations that may previously have been difficult to access. The ACCC included funding for polling and advocacy work to supplement work inside city halls; this is an impactful model that could be replicated within other contexts.

TYPOLOGIES

Segmenting Cities into Types

This report highlights our research findings and recommendations for cities more broadly. However, we recognize that different types of cities require tailored supports. As a result, we organized cities into **four "types"** – reflecting their capacity to take action on climate and their governance structure – to enable us to better target interventions to accelerate action.

City Types

Integrated

Cities that have integrated climate across departments, established dedicated funding, and have strong political support and legal authority to act.

Example Cities
Paris, France
San Jose, USA

Dedicated

Cities that have a team dedicated to climate work and are in good fiscal health, but may lack a robust political coalition or have limited direct authority to execute on projects.

Example Cities
Bridgewater, Canada
Quito, Ecuador

Partnership

Cities that have a limited amount of public resources and staff dedicated to climate; progress is often reliant on external expertise and partnerships.

Example Cities
Tshwane, S. Africa
Khmelnytskyi, Ukraine

Inspired

Cities where local government is not well positioned to lead on climate. They may be just beginning work, lack staff or funding, and/or be dependent on support from regional / national actors.

Example Cities
Nadi, Fiji
Nagpur, India

Identifying Barriers to Progress

While cities face a similar set of challenges, the major issues holding back progress vary greatly for each city type.

Integrated

Observations
- Often limited by national/regional policy frameworks that prevent them from taking more ambitious action
- Struggle to attract widespread funding from the private sector to implement projects at-scale
- Looking for better data on non-climate impacts to help make the case and show impact on residents

Case Study: Paris, France

A leader in the city climate action space, yet still limited by national level policy frameworks and their ability to attract private sector funding.

Dedicated

Observations
- Making progress on standalone sustainability efforts, but often failing to work across departments to accelerate climate action
- Climate is one of many priorities, which makes it difficult to achieve widespread support for action
- May have some operating funding to support climate, but struggle to secure major capital funding for transformative investments

Case Study: Quito, Ecuador

Developing climate plan, has technical expertise (with help from C40). Ability to plan is not the issue, it's the lack of clear internal support and authority.

Partnership

Observations
- Securing regular funding within operating budgets is a major roadblock to sustained action
- Lack capacity for effective storytelling and communicating with other levels of government
- Climate is not a top political issue, which makes it difficult to maintain efforts across political cycles
- Also struggle to integrate climate action across departments

Case Study: Tshwane, S. Africa

Climate staffer in Mayor's office; reliant on departments to execute. Struggle to build buy in and get other staff to see climate as core to their mission.

Inspired

Observations
- Primary challenge is staff capacity and expertise; may not have any dedicated climate staff
- Limited ability to influence regional/national policy discussions
- Smaller scale makes it harder to engage with international organizations or attract partners to support climate work

Case Study: Nadi, Fiji

Expanding town just starting to think about climate. While a priority for the CEO, Public Health is responsible for climate and has no dedicated staff or expertise.

BA

Targeting Supports to Specific City Types

Our typology framework provides city networks and partners with a helpful way of considering supports that would be most useful based on City Type. For example, *Inspired* cities need help moving quickly from planning to action, whereas *Integrated* cities need help on the next frontier of climate action. Below are some initial ideas that can be refined to meet the needs of different cities:

Idea	Integrated	Dedicated	Partnership	Inspired	Considerations
Transformative investment to get spotlight city to carbon neutrality	X				Moonshot idea; would show full pathway to carbon neutrality and what's achievable.
Flagship projects to show art of the possible	X				C40 awards and Mayors Challenge provide examples
Expand efforts on Scope 3 emissions	X	X			Both consumption inventories and policy levers (e.g., carbon removal, embodied carbon, carbon budget)
Reimagined climate planning process to better build buy in with departments		X	X		Priority for cities with established sustainability teams
Climate action "plan in a box" to move cities through planning process			X	X	Could be connected to inclusive community engagement strategies
New mechanisms for metro area peer sharing			X	X	Particularly at the regional/metro-scale
Expand existing efforts on providing proxy/downscaled data for inventories				X	Less effective when updating inventories since downscaled data will not pick up on city-level policy

TOOL IDEAS & PRINCIPLES

Context

While our findings on tools are embedded throughout the report, this section pulls together the major tool-related insights into two lists: the first looking at the use cases most valuable for future tool development and the second highlighting a core set of tool principles that all future tool investments should adhere to.

1 Tool Ideas

Where modifications to existing tools or the development of new tools would have the most impact

2 Tool Principles

How tools should be designed to enable effective use

Tool Ideas

This process surfaced numerous ideas for tool improvements and new tools. The 14 tool ideas included below (in no particular order) align closest with project findings and recommendations.

Understanding Phase

- Expand regional efforts on data automation, specifically activity data, to smaller cities and developing counties.

- Automated collection of spatial equity data (including climate hazards) to help cities identify connection between inequality and climate and start to connect mitigation and adaptation workstreams.

- Integration between tools that help cities gather activity data, produce inventories, and provide usable outputs for reporting/input into other tools along the journey.

- Inventory tools that connect to city budget planning to show impact for every dollar spent and enable climate budgeting.

Planning Phase

- Integrated cost and benefit data into existing tools to improve the evaluation of estimated non-climate and financial impacts of projects.

- Refine department-level planning tools to better incorporate climate considerations (e.g., master planning, building code enforcement, transportation planning, etc.)

Executing Phase

- Embed process-related guidance in execution-focused tools.

Executing Phase (cont.)

- Expand efforts to streamline collection of multi-modal transportation data at the local level and improve regional models by focusing on evaluating community impact.

- Simplified sector-level tools, specifically for early states of project/policy development.

Monitoring Phase

- Public ideation-to-execution project-tracker tool.

- Centralized database with results of prior projects and policies from cities around the world.

Communicating Phase

- Enhanced usability of visual outputs produced by tools to help tell the story and connectivity between tools to reduce burden on cities

- Embed existing "equivalency" calculators into existing tools (e.g., x tCO2e = taking x million cars off road)

- Incorporate signals within existing tools that indicate outputs align with existing compliance systems (e.g., GCoM badging, CDP Scoring, C40 Awards)

BA

Tool Principles (1/2)

We developed a set of ten (10) principles on how tools should be designed to enable effective use. Future investments in tools should adhere to the following principles:

Principle	Considerations
Easy Access	• Make it as easy and quick as possible for city users to find the tool, not background data.
Publicly Available	• Make tools and outputs available to citizens, advocacy groups, and other stakeholders.
Multiple Languages	• Available to users in multiple different languages; at the minimum, languages should be linked to the geographic scope of the tool.
Plain Language	• Include guidance for how to use the tool that can be explained on one page in plain language. • Clearly state the tool's use case, where in the process the tool should be deployed, and what the tool can and cannot do.
Simple & User Friendly	• Be explicit about intended target users for a tool (i.e., generalist vs technical city staff vs expert in field). • Where possible, don't build tools for data experts. Practitioners aren't necessarily data experts or don't have time for intensive data efforts unless that complexity is necessary to justify a project. Simple could be defined as the # of hours to complete, # of data inputs/fields to be filled out by users. • Provide customizable defaults or baseline figures for all required data inputs. Defaults should provide enough accuracy for most cities but be able to be updated by users if they have a better value.

Tool Principles (2/2)

Principle	Considerations
Longevity	• Designed for long-term availability and relevancy. Developers and funders should provide on-going maintenance and have a regular update schedule to keep tools relevant for users.
Tested	• Tools should be city and/or practitioner tested to ensure needs are being met.
Modular	• Incentivize models of tool development that incorporate modularity. • Architecture such that all data and assumptions (e.g., cost figures) can be refreshed by a user or another organization without having to update the tool.
Integration & Connectivity	• Support the integration of climate-focused tools with city information structures. Tools with API access to outputs and data could help bridge this gap.
Outputs	• Outputs should be editable, exportable, structured for easy machine-readability, high-resolution, and available as vector graphics for including in published materials. • Outcomes critical for tools to produce: Impact estimates should go beyond emission to include economic impacts, job figures, public health considerations, and, where possible, spatial analysis to see how program impacts different communities.

For further information or to schedule an in-depth conversation, please contact:

**Adam Freed, Principal
Bloomberg Associates**
afreed@bloomberg.org

**Jake Elder
Bloomberg Associates**
jelder@bloomberg.org

APPENDIX

City Engagement

City Interview Participants

City Survey Responses

Region	Survey Sample
Latin America & The Caribbean	79
Sub Saharan Africa	48
North America	37
Middle East & North Africa	35
Southeast Asia	31
Eastern Europe & Central Asia	22
European Union & Western Europe	21
Oceania	9
East Asia	7
South Asia	3
Total	292

Global Steering Committee

- Andrea Fernandez, C40
- Andreia Banhe, CDP Cities
- Cathy Oke, Melbourne Councilor and Innovate4Cities Advisor
- Cesar Carreno, ICLEI World Secretariat
- David Cassanmagnago, Climate Alliance
- Juliet Mian, The Resilience Shift
- Kyra Appleby, CDP Cities
- Laids Cea, UN-HABITAT ROAP
- Meggan Spires, ICLEI Africa
- Nehmat Kaur, The Climate Group / Under 2 Coalition
- Nicole Lombardo, Google
- Nikhil Chaudhary, EIT Climate-KIC
- Paolo Bertoldi, European Commission Joint Research Centre
- Rich Freeh, Urban Sustainability Directors Network (USDN)
- Thomas Osdoba, EIT Climate-KIC
- Wee Kean Fong, World Resources Institute (WRI)

Survey Questions

1. City *(open-ended)*
2. Country *(dropdown)*
3. Where are you positioned in your city government? *(multiple choice)*
4. In your city, to what extent is climate mitigation a priority for the following stakeholders? *(rank)*
5. Over the past five years, what actions has your city completed? *(checkbox)*
6. What are the three biggest challenges preventing your city from accelerating climate action? *(checkbox, select 3)*
7. What support is needed to overcome your biggest challenges? *(open-ended, carry forward Q6 answers)*
8. What have been the biggest challenges mobilizing and coordinating on climate action across city departments? *(open-ended)*
9. Over the past five years, has your city used tools to support climate action? *(multiple choice; Yes – Q10, No – Skip to Q14)*
10. Over the past five years, where have you employed tools in support of climate action in your city? *(checkbox)*
11. Which tool(s) has your city used? *(open-ended, carry forward Q10 answers)*
12. Are there additional areas in your city where tools would be most useful? What are they? *(open-ended)*
13. Thinking about the tools you use, which of the following features are most valuable? *(checkbox, select 3)*
14. Why not? Is there anything in particular that has inhibited your city's ability to use tools? *(open-ended)*
15. Over the past five years, to what extent has your city used the following types of data to inform climate decision making? *(rank)*
16. Over the past five years, to what extent has your city used the following types of data to inform climate decision making? *(rank)*
17. If you could add one member to your team to focus on climate action, what would you have them do? *(multiple choice)*
18. What additional insights, data, or analysis would most benefit your city as it plans for future climate action? *(checkbox, select 3)*
19. Would you be interested in a follow-up discussion with representatives from GCoM to share more details and perspectives about the use of climate data and tools in your city? *(multiple choice)*
20. Please provide your full name and email address so our team can follow up directly. *(open-ended)*