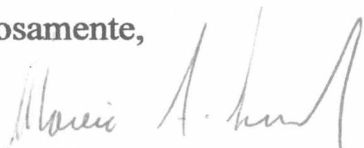


Belo Horizonte, 12 de setembro de 2017.

Senhor Presidente,

Com meus cumprimentos, informo que na condição de membro efetivo do Conselho Consultivo do *World Resources Institute* – entidade transnacional criada em 1982, presente em mais de cinquenta nações e voltada à promoção da sustentabilidade, justiça social e desenvolvimento econômico global, sediada em Washington/EUA – fui convocado para o terceiro encontro anual do referido Conselho, previamente agendado para 18 de setembro de 2017, às 12 horas, na cidade de Nova Iorque/EUA. Nesse contexto, em atenção à notificação subscrita por Vossa Excelência, venho comunicar, respeitosamente, a impossibilidade de comparecimento perante essa Comissão Parlamentar de Inquérito na mencionada data, ressaltando que a minha vinculação ao conselho da WRI, a data de realização do evento, o deslocamento e a estada nos Estados Unidos da América no dia 18 de setembro de 2017 são comprovados pela documentação em anexo.

Atenciosamente,



MARCIO ARAUJO DE LACERDA

**Excelentíssimo Senhor
Vereador GILSON REIS
DD. Presidente da Comissão Parlamentar de Inquérito PBH Ativos
(Requerimento 136/2017)
Câmara Municipal de Belo Horizonte - MG**

AVULSOS DISTRIBUÍDOS
Em 14/09/17
396
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RELAÇÃO DE ANEXOS AO OFÍCIO

1. E-mail de 28 de junho de 2017, enviado pela WRI, formalizando o convite ao Ex-Prefeito Marcio Lacerda para participar da reunião do “WRI Advisory Group”, a ser realizada em Nova York em 18 de setembro de 2017;
2. E-mail de 13 de julho de 2017, confirmando formalmente a participação do Ex-Prefeito Marcio Lacerda na reunião do “WRI Advisory Group”;
3. E-mail de 14 de agosto de 2017, enviado por Ani Dasgupta, Diretor da WRI, fornecendo subsídios relacionados à dinâmica da reunião;
4. E-mail de 11 de setembro, enviado por Ani Dasgupta, encaminhando os subsídios à reunião;
5. Agenda da reunião do “WRI Advisory Group”, onde consta o nome do Ex-Prefeito Marcio Lacerda como participante (página 2);
6. Relação dos membros do “WRI Advisory Group”, onde consta o nome do Ex-Prefeito Marcio Lacerda como participante; e
7. “Link” da página onde também consta o nome do Ex-Prefeito Marcio Lacerda como membro do “WRI Advisory Group” - <http://www.wrirosscities.org/advisory-group>

From: **Kira Austin** kira.austin@wri.org
Subject: **Annual WRI Ross Center Advisory Group meeting**
Date: **28 June 2017 16:26**

To: Rohit@sidewalklabs.com, M-Bohannon@dfid.gov.uk, **Robin Chase** rmchase@gmail.com, **J Ngodrej** jng@godrej.com, eijjasz@worldbank.org, Zouji@ncsc.org.cn, Zouji61@126.com, morten.kabell@br.kk.dk, **Charlotte Matthews** Charlotte.Matthews@related.com, dirk.messner@die-gdi.de, **Clay G Nesler** Clay.G.Nesler@jci.com, **Eduardo Paes** paes2016@gmail.com, **Rodrigo Rosa** realrodrosa@gmail.com, sam.parker@shell.com, patrick.phillips@uli.org, Shirley.Rodrigues@london.gov.uk, **Erika Hennings** Erika.Hennings@related.com, jsk@bloomberg.org, tauparks1@gmail.com, Saratop7@gmail.com, gino.van.begin@iclei.org, **Mark Watts** mwatts@c40.org, **Andrew Steer** Andrew.Steer@wri.org, **Manish Bapna** MBapna@wri.org

Cc: **Sage Chapin** Sage.Chapin@wri.org, **Bekah Holloway** BHolloway@wri.org, **Rina Rodriguez** RRodriguez@wri.org, **Eda Lee** eda.lee@wri.org, **Nikki Smith (nsmith@c40.org)** nsmith@c40.org, **Ingo Nordmann** ingo.nordmann@iclei.org, **Loyiso Ntshikila** ntshikila@gmail.com, **Mosquera, Nicholas** nmosquera@bloomberg.org, **Roxanne Ford** Roxanne.Ford@london.gov.uk, **Michelle Lopez** Michelle.Lopez@ULI.org, **fiona.carter (fiona.carter@shell.com)** fiona.carter@shell.com, **B Roland** broland@related.com, **Doris.Theisen (Doris.Theisen@die-gdi.de)** Doris.Theisen@die-gdi.de, **JoAnne Konkel** Joanne.Konkel@jci.com, **Nina Nappa (nina@sidewalklabs.com)** nina@sidewalklabs.com, **Amanda Shaw** Amanda.Shaw@dfid.gov.uk, **PRP GodRej** prp@godrej.com, **Ena Graciela Loureiro-Aguilar (eloureiro@worldbank.org)** eloureiro@worldbank.org, **Lykke Leonardsen** lykleo@tmf.kk.dk, **Adler do Couto Andrade** adlerandrade@uol.com.br, **Bianca Coutinho** bianca.cantoni.coutinho@gmail.com

Dear WRI Ross Center Advisory Group Members,

Thank you to everyone for sharing your availability to join the Annual WRI Ross Center Advisory Group meeting.

We are pleased to invite you for the 2017 Advisory Group meeting on **Monday, September 18**, hosted by Mr. Stephen Ross at the Related Companies office, 60 Columbus Circle, New York City.

A more formal invitation and Information regarding the agenda will be forthcoming. Similar to last year, we expect the meeting to be held 12.00 – 17.00, followed by a group activity and dinner. We greatly value your engagement with and support of the WRI Ross Center and look forward to seeing you in New York.

Best regards,
Kira

Kira Austin
Executive Assistant
WRI Ross Center for Sustainable Cities
World Resources Institute
WRIRossCities.org

Direct: +1 202-729-7715 | Mobile: +1 240-281-7895
Kira.Austin@wri.org | [Twitter: WRIcities](https://twitter.com/WRIcities) | [Blog: TheCityFix.com](http://Blog:TheCityFix.com)

WRI Ross Center for Sustainable Cities works to improve life for millions of people in urban areas worldwide.

WRI is a global research organization that turns big ideas into action at the nexus of environment, economic opportunity and human well-being.

Brazil | China | Europe | Mexico | India | Indonesia | Turkey | United States

From: **Kira Austin** kira.austin@wri.org
Subject: **Re: Confirming - Annual WRI Ross Center Advisory Group meeting - MR. LACERDA - CONFIRMED**
Date: **14 July 2017 15:34**
To: **Adler do Couto Andrade** adlerandrade@uol.com.br
Cc: **Nina Nappa** (nina@sidewalklabs.com) nina@sidewalklabs.com, **Amanda Shaw** Amanda-Shaw@dfid.gov.uk, **PRP GodRej** prp@godrej.com, **Robin Chase** rmchase@gmail.com, **Eduardo Paes** paes2016@gmail.com, **Roxanne Ford** Roxanne.Ford@london.gov.uk, tauparks1@gmail.com, **Loyiso Ntshikila** ntshikila@gmail.com, Saratop7@gmail.com, **ICLEI Secretary General's Office** secretarygeneral@iclei.org, **Nikki Smith** (nsmith@c40.org) nsmith@c40.org

Dear Adler,

Many thanks. Wishing you a lovely weekend.

best,
Kira

Kira Austin
Executive Assistant
WRI Ross Center for Sustainable Cities
World Resources Institute
WRIcities.org

Direct: +1 202-729-7715 | Mobile: +1 240-281-7895
kira.austin@wri.org | Blog: TheCityFix.com

From: Adler do Couto Andrade <adlerandrade@uol.com.br>

Sent: Thursday, July 13, 2017 1:11:01 PM

To: Kira Austin

Cc: Nina Nappa (nina@sidewalklabs.com); Amanda Shaw; PRP GodRej; Robin Chase; Eduardo Paes; Roxanne Ford; tauparks1@gmail.com; Loyiso Ntshikila; Saratop7@gmail.com; ICLEI Secretary General's Office; Nikki Smith (nsmith@c40.org)

Subject: Re: Confirming - Annual WRI Ross Center Advisory Group meeting - MR. LACERDA - CONFIRMED

Dear Kira,

Thank you for your message. On behalf of Mr. Marcio Lacerda, I hereby confirm his attendance to the Annual WRI Ross Center Advisory Group meeting on September, the 18th.

Warm regards from Brazil,

Adler do Couto Andrade
Assistant to Mr. Marcio Lacerda
Tel. (+55 31) 98474-1413

On 13 Jul 2017, at 12:53, Kira Austin <kira.austin@wri.org> wrote:

Dear All,

I was recently informed that one WRI Ross Center Advisory member did not receive the calendar invitation I sent out for the Monday, September 18th annual meeting. To ensure proper communication and planning, I would greatly appreciate your response to the invitation as *confirmed*, *tentative*, or *declined*.

If you do not see a calendar invitation from me (sent June 28), please let me know so I may resend it. As a few Advisory Group members may remain tentative until closer to the

meeting date, I look forward to a hearing those responses once schedules are confirmed.

Best regards,
Kira

Kira Austin
Executive Assistant
WRI Ross Center for Sustainable Cities
World Resources Institute
WRIRossCities.org

Direct: +1 202-729-7715 | Mobile: +1 240-281-7895
Kira.Austin@wri.org | Twitter: [WRIcities](https://twitter.com/WRIcities) | Blog: TheCityFix.com

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From: Ani Dasgupta ADasgupta@wri.org
Subject: WRI Ross Center Advisory Group 2017 annual meeting - Sept 18, NYC
Date: 14 August 2017 07:43

To: S Ross sross@related.com, J Harmon jharmon@caravelfund.com, Rohit Aggarwala rohit@sidewalklabs.com, Melinda Bohannon m-bohannon@dfid.gov.uk, Robin Chase rmchase@gmail.com, J Godrej jng@godrej.com, Ede Ijjasz-Vasquez elijasz@worldbank.org, zouji61@126.com, Morten Kabell Morten_Kabell@br.kk.dk, adlerandrade@uol.com.br, Charlotte Matthews Charlotte.Matthews@related.com, Dirk Messner dirk.messner@die-gdi.de, Clay G. Nesler jci.com, Eduardo Paes paes2016@gmail.com, Sam Parker sam.parker@shell.com, Patrick Phillips uli.org, Shirley Rodrigues shirley.rodrigues@london.gov.uk, Janette Sadik-Khan jsk@bloomberg.org, Parks Tau tauparks1@gmail.com, saratop7@gmail.com, Gino Van Begin gino.van.begin@iclei.org, Mark Watts mwatts@c40.org, Andrew Steer Andrew.Steer@wri.org, Manish Bapna MBapna@wri.org, angie.fyfe@iclei.org
Cc: Erika Hennings Erika.Hennings@related.com, F Mora fmora@caravelfund.com, nina@sidewalklabs.com, Amanda Shaw (Amanda-Shaw@dfid.gov.uk) Amanda-Shaw@dfid.gov.uk, PRP GodRej prp@godrej.com, Ena Loureiro eloureiro@worldbank.org, lykleo@tmt.kk.dk, CS47@tmt.kk.dk, bianca.cantoni.coutinho@gmail.com, Bianca Roland@related.com, Doris.Theisen@die-gdi.de, Nicolas Stappert Nicolas.Stappert@die-gdi.de, JoAnne Konkel Joanne.Konkel@jci.com, Rodrigo Rosa realrodrosa@gmail.com, fiona.carter@shell.com, MLopez@uli.org, carl.ridgers@london.gov.uk, Camila Pontual camilapontual@gmail.com, nmosquera@bloomberg.org, ntshikila@me.com, Gino Van Begin secretary.general@iclei.org, ingo.nordmann@iclei.org, nsmith@c40.org, Rina Rodriguez RRodriguez@wri.org, Bekah Holloway BHolloway@wri.org, Sage Chapin Sage.Chapin@wri.org, Eda Lee eda.lee@wri.org, Tina Duong TDuong@wri.org, Toni Lindau tlindau@wri.org, Adriana Lobo adriana.lobo@wri.org, Madhav Pai MPai@wri.org, Daizong Liu dzliu@wri.org, Jessica Seddon jseddon@okapia.co, Kira Austin kira.austin@wri.org

Dear Advisory Group,

Thank you for confirming your participation for the WRI Ross Center Advisory Group (AG) annual meeting. The meeting will be on September 18, Monday and held again at the offices of Stephen Ross (Related Companies, 60 Columbus Circle, New York City). We are very pleased we will have the largest number of Advisory Group members for this meeting.

I look forward to sharing with you updates on the WRI Ross Center initiatives over the past year and recognizing the vital engagement by Advisory Group members. We plan to follow a similar structure for the day as was done last year. We expect to start with a few small discussion groups on specific topics in the morning followed by the formal Advisory Group session in the afternoon. We will then move to Hudson Yards for a personalized tour and to experience the incomparable Highline. This will, of course, be followed by cocktails and dinner to wrap up the day.

For this 3rd Annual Meeting, we want to focus your advice on our partnership strategies and to engage more actively with you on your own initiatives. We value our collaborations across the Advisory Group, and the increased program strength and reach that we collectively bring to the table. I will send a draft agenda shortly and encourage your input on the key topics we recommend, additional issues you'd like to cover, and presentations you may like to lead (I will also reach out to some of you on the phone). This is an opportunity to have a transformational discussion about the WRI Ross Center and making it a true leader in the sustainable cities sphere.

If you have not yet done so, or if your plans have changed, please confirm with Kira Austin (kira.austin@wri.org) your participation for the day's activities. Please also confirm with her if you are joining the group dinner on Monday, September 18 (yes or no) and if you have any dietary needs or food allergies.

In the meantime, please do not hesitate to reach out with any questions or suggestions. I look forward to seeing you in September, if not sooner.

Best,

Ani

Ani Dasgupta

Global Director

WRI Ross Center for Sustainable Cities

World Resources Institute

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adasgupta@wri.org | Twitter: [AniDasguptaWRI](https://twitter.com/AniDasguptaWRI) | Blog: TheCityFix.com

anandagupta@wri.org | [Twitter](#) | [LinkedIn](#) | [Blog](#) | [TheCityFix.com](#)

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From: **Ani Dasgupta** ADasgupta@wri.org
Subject: **WRI Ross Center Advisory Group Meeting, Sept. 18, 2017 - Meeting Agenda and Documents**
Date: **11 September 2017 17:57**

To: **Mark Watts** mwatts@c40.org, **Jessica Seddon** Jessica.Seddon@wri.org, Rohit@sidewalklabs.com, M-Bohannon@dfid.gov.uk, **Robin Chase** rmchase@gmail.com, **J Ngodrej** jng@godrej.com, **Ede Jorge Ijasz-Vasquez** eijasz@worldbank.org, Zouji61@126.com, morten_kabell@br.kk.dk, **Adler do Couto Andrade** adlerandrade@uol.com.br, **Charlotte Matthews** Charlotte.Matthews@related.com, dirk_messner@die-gdi.de, **Clay G Nesler** Clay.G.Nesler@jci.com, **Eduardo Paes** paes2016@gmail.com, **Rodrigo Rosa** realrodrosa@gmail.com, sam.parker@shell.com, patrick_phillips@uli.org, Shirley.Rodrigues@london.gov.uk, **S Ross** sross@related.com, **Erika Hennings** Erika.Hennings@related.com, jsk@bloomberg.org, tauparks1@gmail.com, Saratop7@gmail.com, gino.van.begin@iclei.org, angie.fyte@iclei.org, **S Schultz** sschultz@c40.org, **J Harmon** jharmon@caravelfund.com, **Andrew Steer** Andrew.Steer@wri.org, **Manish Bapna** MBapna@wri.org, **Tina Duong** TDuong@wri.org, **Toni Lindau** tlindau@wri.org, **Adriana Lobo** adriana.lobo@wri.org, **Madhav Pai** MPai@wri.org, **Jyot Chadha** Jyot.Chadha@wri.org

Cc: **Nina Nappa** nina@sidewalklabs.com, **Ena Graciela Loureiro-Aguilar** (eloureiro@worldbank.org) eloureiro@worldbank.org, **Doris.Theisen** (Doris.Theisen@die-gdi.de) Doris.Theisen@die-gdi.de, **JoAnne Konkel** Joanne.Konkel@jci.com, **fiona.carter** (fiona.carter@shell.com) fiona.carter@shell.com, **Nikki Smith** (nsmith@c40.org) nsmith@c40.org, **B Roland broland**@related.com, **F Mora** fmora@caravelfund.com, **Anna Beech** abeech@c40.org, **Clare Healy** chealy@c40.org, **Amanda Shaw** Amanda-Shaw@dfid.gov.uk, **PRP GodRej** prp@godrej.com, **Lykke Leonardsen** lykleo@tmf.kk.dk, **Anne-Mette Greve Olesen** CS47@tmf.kk.dk, **Bianca Coutinho** bianca.cantoni.coutinho@gmail.com, **Nicolas Stappert** Nicolas.Stappert@die-gdi.de, **MLopez**@uli.org, **Carl Ridgers** Carl.Ridgers@london.gov.uk, **Camila Pontual** camilapontual@gmail.com, **Mosquera, Nicholas** nmosquera@bloomberg.org, **Loyiso Ntshikila** ntshikila@gmail.com, hmazibuko@saiga.org.za, **ICLEI Secretary General's Office** secretary.general@iclei.org, **Ingo Nordmann** ingo.nordmann@iclei.org, **Eda Lee** eda.lee@wri.org, **Rina Rodriguez** RRodriguez@wri.org, **Bekah Holloway** BHolloway@wri.org, **Sage Chapin** Sage.Chapin@wri.org, **Rocio Rodriguez** Rocio.Rodriguez@wri.org, **Tanushri Gupte** Tanushri.Gupte@wri.org, **Kira Austin** kira.austin@wri.org

Dear Advisory Group,

Thank you for making the time to participate in the third annual WRI Ross Center for Sustainable Cities Advisory Group meeting. We look forward to seeing you on **Monday, September 18**, at the offices of Stephen Ross (Related Companies, 60 Columbus Circle, New York City).

WRI Ross Center has had an eventful year marked by strong outcomes and active engagement by Advisory Group members, as highlighted in the attached **annual report**. I hope you have a chance to look through it before the meeting.

Like last year, the **meeting will be divided into three parts**. We will start with small, informal group discussions on three select topics, followed by lunch and the start of the formal meeting. After the meeting, we will have a chance see the first completed buildings at Hudson Yards followed by drinks/dinner.

This year we are especially keen seek your advice on how we become more strategic and better at building and supporting **partnerships/platforms**. Initiating and/or supporting platforms that bring many cities and organizations together on a common goal is becoming a core part of WRI Ross Center's strategy. We want to be even more strategic about growing existing partnerships, as well as identifying new ones, to take our work to scale. In addition, we are also launching a new initiative on **data-driven cities**, exploring how remote sensing and data can help residents, businesses and policymakers. We want to share with you where we are, where we are encountering challenges and invite you to share your experiences.

The informal morning sessions this year will highlight our work in three areas: **improving and tracking air quality; transitioning to new mobility services; and financing sustainable cities**. These are cross-cutting areas where we have ongoing programs and big plans for expansion. We would love to have your advice on how to shape their futures.

To help you prepare for the meeting, please find enclosed:

- A detailed agenda followed by background notes on the three morning sessions

- A detailed agenda followed by background notes on the three morning sessions
- **Annual Progress Report (June 2016 – May 2017)**
- **Hudson Yards walking tour information**
- **Brief Bios of participants**

After the meeting, you are invited to join us on a tour of 10 Hudson Yards, led by Charlotte Matthews. The newly occupied building aims to be the first LEED v2009 Platinum-certified building over one million square feet in the United States and will be linked to the third phase of the world-famous High Line Park. We will end the evening with refreshing cocktails and lively dinner discussions at TheAmericano (518 W 27th St, New York, NY 10001), graciously hosted by Stephen Ross.

Thank you for confirming with your participation for the day's activities and dinner with Kira Austin (kira.austin@wri.org). In the meantime, please do not hesitate to reach out with any questions or suggestions. I look forward to seeing you on September 18, if not sooner.

Best,

Ani

Ani Dasgupta

Global Director

WRI Ross Center for Sustainable Cities

World Resources Institute

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adasgupta@wri.org | **Twitter:** [AniDasguptaWRI](https://twitter.com/AniDasguptaWRI) | **Blog:** TheCityFix.com

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Hudson Yards
tour flyer_v2.pdf



2017 Advisory
Group...hip.pdf



2017 WRI Ross
Center...ails.pdf



WRI Ross
Report.pdf



2017 WRI Ross
Center...ios.pdf



Advisory Group Meeting

September 18, 2017
Related Companies, 60 Columbus Circle, New York, NY 10023

Agenda Overview

Time	Session	Objective
<i>Discussion Sessions</i>		
10:30 - 12:00	Discussion Groups (3 parallel sessions)	<ul style="list-style-type: none"> - Air Quality - Financing Urban Innovation - New Sustainable Mobility
12:00 - 12:45	- LUNCH -	
<i>Annual Meeting Sessions</i>		
12:45 - 13:30	Welcome and Introductions	Stephen Ross, Honorary Chair, Advisory Group Andrew Steer, President & CEO, WRI Advisory Group introductions
13:30 - 14:30	Annual Update	WRI Ross Center Progress Report and Strategy Advisory Group roundtable feedback
14:30 - 14:40	- BREAK -	
14:40 - 16:10	Platforms for Change	<p>Building and supporting partnerships / platforms that bring multiple cities and organizations together is emerging as a core part of Ross Center strategy. Advisory group members to provide guidance on how to grow them into stronger strategic assets.</p> <ul style="list-style-type: none"> - Examples discussed will include Building Efficiency Accelerator, Global Platform for Sustainable Cities, Coalition for Urban Transition, and World Resources Report.
16:10 - 16:55	Data-driven Cities	Provide feedback to WRI Ross Center's new initiative on city performance data and tools to drive people-centered decisions by cities.
16:55 - 17:15	Wrap up	Affirm next steps
17:30 - 18:00	Travel time	10 Hudson Yards
18:00 - 19:30	Hudson Yards walking tour	Tour the completed buildings of Hudson Yards & stroll the High Line
19:30 - 22:00	Drinks and Dinner	Bar Americano (Hotel Americano) 518 W 27th St, New York, NY 10001

Participants

Advisory Group Members (alphabetical by last name, after the Chair):

- **Stephen Ross** (Honorary Chair) – Chairman, Related Companies
- **Jim Harmon** (Chairman of the Board, WRI) – Chairman, Caravel Management LLC; former President of the Export-Import Bank, United States
- **Rohit Aggarwala** – Chief Policy Officer, Sidewalk Labs
- **Melinda Bohannon** – Deputy Director, Growth and Resilience Department, UK Department for International Development (virtual)
- **Robin Chase** – Co-founder, Zipcar & Veniam
- **Ede Ijjasz-Vasquez** – Senior Director for the Social, Urban, Rural and Resilience Global Practice, Urban, Rural & Social Development, World Bank
- **Jamshyd Godrej** – Chairman and Managing Director, Godrej & Boyce Mfg Co. (unavailable)
- **Zou Ji** – President, Energy Foundation China
- **Morten Kabell** – Mayor of Technical and Environmental Affairs, Copenhagen, Denmark
- **Marcio Lacerda** – President, Council of the Brazilian National Front of Mayors (FNP)
- **Charlotte Matthews** – Vice President, Sustainability, Related Companies
- **Dirk Messner** – Director, German Development Institute
- **Clay Nesler** – Vice President, Global Energy & Sustainability, Johnson Controls
- **Eduardo Paes** – Former Mayor, Prefeitura da Cidade do Rio de Janeiro; with Rodrigo Rosa
- **Sam Parker** – Director, Shell Foundation
- **Patrick Phillips** – Global CEO, Urban Land Institute
- **Shirley Rodrigues** – Deputy Mayor, Environment and Energy, London, UK (virtual)
- **Janette Sadik-Khan** – Principal, Transportation, Bloomberg Associates
- **Parks Tau** – UCLG President; Former Mayor of Johannesburg
- **Angie Fyfe** – USA Director, ICLEI (on behalf of Gino Van Begin, Secretary General, ICLEI)
- **Mark Watts** – Executive Director, C40 Cities; with Seth Schultz

WRI Ross Center for Sustainable Cities:

- **Andrew Steer** – World Resources Institute, President & CEO
- **Manish Bapna** – World Resources Institute, Vice President & Managing Director
- **Ani Dasgupta** – WRI Ross Center, Global Director
- **Toni Lindau** – WRI Brazil Ross Center, Director
- **Adriana Lobo** – WRI Mexico, Director
- **Madhav Pai** – WRI India Ross Center, Director
- **Tina Duong** – WRI Ross Center, Director, Global Strategy & Management
- **Jessica Seddon** – WRI Ross Center, Director, Integrated Urban Strategy
- **Claudia Adriazola-Steil** – WRI Ross Center, Interim Co-Director, Urban Mobility
- **Jyot Chadha** – WRI India Ross Center, Director, Urban Innovations

1. AIR QUALITY WATCH

Vision

Within one generation, every man, woman and child around the world will breathe cleaner air. As air pollution recedes, so too will the dimming and air toxins that reduce crop yields. Global warming will slow, as pollutants with a warming impact many times that of carbon dioxide are removed from the atmosphere.

Armed with a new platform that provides ubiquitous, easy-to-access information about air pollution and its sources, a generation of concerned citizens, policymakers and advocates, from China to Chile, Mexico to Mozambique, unite on the need for clean air. This movement, built around clear recognition of a vital global commons, will be the engine that drives further collaboration on global environmental sustainability.

Challenge

Air pollution is essentially a global pandemic. Seven million annual premature deaths are associated with exposure, nearly half from outdoor air pollution.¹ The World Health Organization estimates that more than 90 percent of the world's population are currently living in areas with unsafe and hazardous air quality levels, fueled by smoke-billowing coal plants and industries, ever-increasing numbers of polluting vehicles, and forest and farm fires. This is all preventable.

Attention to the issue is mounting: global media coverage has led to more than 100,000 news articles in the last year, with the largest spikes in China and India.² This corresponds with Google trends data showing an increasing number of people searching for air pollution-related queries. Yet in places experiencing the worst pollution, citizens and governments alike lack the informational tools for catalyzing and effective movement.

Air quality monitoring networks are far from ubiquitous. Some pollution is readily visible, but the quantification required to trigger regulatory action or draw pointed, clear connections to health and other impacts is often not available. Source apportionment – a key insight into the causes of air pollution for a given area and season – is rare. Even governments that have the resources and will to enact change are often unable to pinpoint and assess returns on interventions. When information exists, the governments and firms that own it are reluctant to release details or even share across agencies or levels of government.

¹ <http://apps.who.int/iris/bitstream/10665/250141/1/9789241511353-eng.pdf?ua=1>,
<http://www.who.int/mediacentre/news/releases/2014/air-pollution/en/>

² <http://www.cision.com/us/pr-software/media-monitoring/>

How can we arm people, civil society organizations, businesses and government leaders with the means to take action?

Opportunity

Many things must come together to improve air quality, but we know there's one essential ingredient: data – faster, higher resolution, more reliable, and more accessible data. New technologies show great promise to supplement traditional – but limited – ground monitoring, including satellite remote sensing and low-cost micro-devices. Techniques are changing too. It is possible now to combine satellite data with ground monitoring data and information on emission sources and apply machine learning to take air quality mapping to new levels of coverage and precision. This approach, coupled with a well-designed and open user interface, has the potential to create a new catalyst for effective and collaborative action to manage air quality – a global commons that no one can entirely opt out of.

To ignite the data revolution, WRI Ross Center will establish a state-of-the-art interactive tool, **Air Quality Watch**, that maps ground monitors in 1,500 cities in more than 50 countries, and within three years, supplements these traditional sources with more sophisticated satellite heat maps in 50 cities, with a quality and comprehensiveness that these cities have not had access to before.

Our initial investment combines remote sensing with ground-level data, creating a baseline layer that, combined with data from partners, will provide insight into the sources of air pollution and the likely impact of different measures.

In parallel, WRI Ross Center will work with civil society and businesses to harness this information in user-centric applications that both motivate and enable rapid, targeted action to improve air quality. The initial set of cities will have the confidence to make informed decisions about where, when and how to address root causes of air pollution for maximum impact.



Strategy

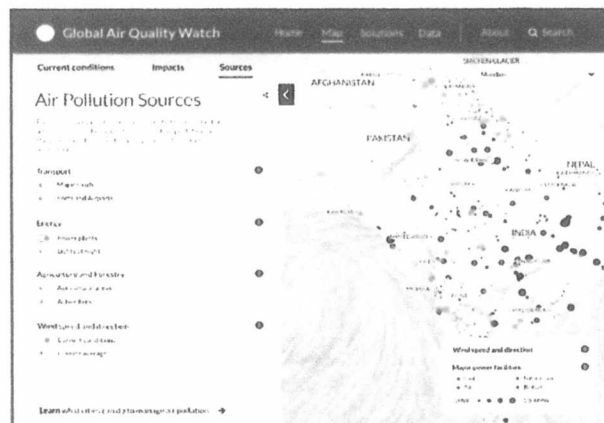
WRI is drawing on lessons learned developing the existing Global Forest Watch platform, a tool that has revolutionized how countries, advocates and activists work on forest restoration and conservation. WRI Ross Center's strategy on urban air pollution is also built on a proven theory of change honed over the last 15 years working with cities: *move to market fast by convening experts and leveraging efforts; demonstrate possibilities through quick wins on the ground in beacon cities; and take solutions to scale by creating enabling conditions that will last beyond any single initiative.*

We see this work evolving simultaneously along four parallel and interconnected tracks:

1. **Develop a reliable, real-time platform for air quality that gets the science right**
Identify the most promising technologies and related initiatives, and align complementary goals. This accelerates tool development so that pilot projects can be initiated more quickly. Over time, we will add new data sets, measuring/modelling techniques, and other features. This also allows us to focus on our core strengths: getting the user interface right for each stakeholder group, analyzing data to interpret opportunities for action, and brokering common agendas and actions between differing groups. WRI Ross Center is already piloting state-of-the-art remote-sensing technology with the world’s leading experts, including NASA, and working with new ground data platforms such as OpenAQ. We will continue to work with the global science community to set the standard for combining these streams in the Air Quality Watch platform.

2. **Mobilize the urban changemakers**
While the technology side of the platform is being developed, WRI Ross Center will prepare the community at large to use the tool to its full potential. We will develop and educate new networks of community groups, businesses, universities and government institutions to achieve a shared vision and technical understanding around urban air quality. WRI Ross Center will offer strategies and frameworks for how to engage with one another in constructive dialogue, and we will partner with representatives of stakeholder groups during the design phase. WRI Ross Center is already well-placed to engage on community empowerment and education through initiatives such as the Open Government Partnership.

3. **Partner with policymakers and solutions providers**
Innovative solutions exist and are being developed, but to get implemented or taken to scale, they require conducive regulatory, financing and institutional arrangements too. Policy actions take time to deliver, making it imperative for these activities to start as soon as possible to prime the market for uptake of solutions and actions that will emerge through community mobilization.



Sector by sector, WRI Ross Center will provide research on best practices; technical assistance throughout the development, pilot and full-market phases; and business model and financing analyses.

4. **Build a global movement and credible network based on radical transparency**
WRI Ross Center will weave together the themes above to build a global partnership of connected NGOs, governments, multi-lateral institutions and others to compel change and share progress. This will bring the successes of the platform not just to the places where WRI Ross Center works directly but across the globe.

Discussion for the Advisory Group

This is a long-term initiative to establish a global open data platform and a movement to drive innovation in measuring air quality and to leverage that information for action. It will require a coalition of partners to leverage innovations and ensure that actionable information become available to all.

1. There are many dimensions on which we could improve the state of knowledge about air quality. Which of the below do you see as most relevant to your decision-making process? To your city's wellbeing? To improving regional or global outcomes? In other words: how should we sequence our investments?
 - Higher frequency information (pollution levels at various times of the day)
 - More timely information (measuring for today, not last week)
 - Higher-resolution information (accurate for your house or neighborhood, not just your city)
 - Ubiquitous access (basic information available beyond the few cities that have it already)
 - More insight into sources
 - More accurate forecasts
 2. How would you use Air Quality Watch? What do you hope to see from the platform?
 3. Which organizations do you see as credible providers of air quality information? Which organizations are active in improving air quality?
-

2. FINANCING URBAN INNOVATION

CHALLENGE

Cities are expected to accommodate more new residents in the next three decades than currently live in cities.³ This urban expansion, largely in developing countries, is expected to require more spending on infrastructure and real estate than has been invested in all of human history to date.⁴ But public resources and donor funds alone will not close the annual \$4 trillion infrastructure financing gap implied in that growth.⁵

To add to the challenge, the next wave of infrastructure development and land use choices must help cities be more resource and energy efficient than traditional approaches have been. Finally, we must act quickly: pursuing urban infrastructure development as usual will lock cities into unsustainable growth.

WRI Ross Center has determined that **closing the urban financing gap will require coalition financing** – more explicit collaboration between public and private financiers, with a blend of the risk tolerance, social focus, agility and efficiency. Our work examining multi-sector infrastructure solutions through the **Financing Sustainable Cities Initiative** has pointed again and again to the need for coalitions, particularly around more complex and transformative infrastructure (for more on FSCI, please see attached PDF). Our work on transit-oriented development has highlighted that coordination between public and private actors is critical. And finally, engagement with our five deep-dive cities has reinforced the need to change the path of development.

We've determined three key financing issues that require further examination:

- New approaches to public transport, buildings, water supply, solid waste, energy supply and sanitation are required, but investors can't always fully underwrite the risk reducing the pool of financing available and increasing the cost.
- Blending these sources of finance will require new partnerships, information transparency and trust-building initiatives between entities that currently have few modes of communication.
- Public financing and subsidy programs need to support the growth of investor appetite without creating distortions that could be better solved through better information and regulatory support.

³ <http://www.wri.org/our-work/project/world-resources-report/world-resources-report-towards-more-equal-city>

⁴ <http://www.lincolnst.edu/sites/default/files/pubfiles/atlas-of-urban-expansion-2016-volume-1-full.pdf>

⁵ http://newclimateeconomy.report/2016/wp-content/uploads/sites/4/2016/08/NCE_2016_Exec_summary.pdf

APPROACH

As first steps to take on these issues we are incubating several streams of engagement:

- 1) Build a conversation with private investors.
We seek to better understand the risks and constraints investors face in considering sustainable infrastructure investment. We want to convene experienced investors to share their experiences and perspectives on examining opportunities, negotiating deals and working with public sector partners. We hope to start a conversation about what is missing and can be changed in some of the markets we know there is unmet investment demand for real estate and infrastructure.
- 2) Invest in cross-country capacity building and skills transfer.
Investors in developed cities have deep expertise managing and delivering large, complex projects. This is often lacking in developing cities, both from city officials and private investors. We are exploring opportunities and means of distilling and sharing this information through our network and capacity-building platforms.
- 3) Partner with leading thinkers across academia and business.
To connect our engagement with cities to cutting-edge research, we are building partnerships with research networks across leading business and engineering schools around the world.

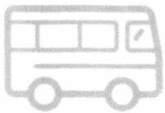
DISCUSSION FOR THE ADVISORY GROUP

1. Are you interested in joining the investor conversation? What types of conversation would you be interested in participating? What format do you think would build commitment and interest?
 2. Do you think that skills transfer between countries/cities, and more specifically between the private sector and public sector, is a feasible ambition? What might be some of the key challenges? Can you suggest examples that we can learn from?
 3. Who else do you think we should be working with?
 4. Who do you think would fund this work?
-

FINANCING SUSTAINABLE CITIES INITIATIVE

Accelerating Sustainable Urban Solutions Through New Business Models

There Are New Ways to Invest in Thriving, Inclusive and Livable Cities



Non-motorized and electric transport are improving local air quality and citizen health.



Transit-oriented development is optimizing land use and public transit investment to counter traffic congestion and urban sprawl.



Clean, onsite energy and building efficiency are reversing inefficient and polluting energy consumption.

Bridging the Gap Between Ideas and Implementation

Financing Sustainable Cities is an initiative of the WRI Ross Center for Sustainable Cities and C40 Cities Climate Leadership Group, funded by the Citi Foundation, helping cities develop business models to accelerate the implementation of sustainable urban solutions.

Promising Solutions Exist, But They Are Not Deploying Evenly and Fast Enough



● Battery electric buses
● Hybrid buses

Adoption of low and zero emission buses around the world. Note the very few adoptions in Latin America, Africa and Asia. Graphic by: Xiangyi Li / WRI

WORLD RESOURCES INSTITUTE ROSS CENTER



Citi Foundation



Financing Sustainable Cities: Current Challenges and Innovative Approaches

Finance is a crucial ingredient for sustainable urban development. In an environment of constrained municipal budgets, finance took center stage when international leaders gathered to support the UN New Urban Agenda, the Sustainable Development Goals and the Paris Agreement. While cities have a growing range of sustainable investment choices appeal to urban residents, building new or replacing existing sustainable infrastructure is a capital-intensive process that requires substantial upfront investment.

Why Aren't Investments in Sustainable Urban Solutions Happening Faster and at Greater Scale?

While investment capital and demand for sustainable solutions are in good supply, according to the New Climate Economy, structuring successful sustainable projects can be a complex, time-consuming process. The challenge is that supply and demand are often mismatched: cities' sustainable infrastructure projects (the "demand side") are not seen as viable investment opportunities by the

investor community (the "supply side") as they are too small, or too risky relative to expected returns.

This is particularly pronounced in emerging markets, where such investments are critical. The mismatch results in too few "bankable" projects, or investment-ready projects that are attractive enough for investors.

Underlying This Gap Between Supply and Demand are Three Related Factors:

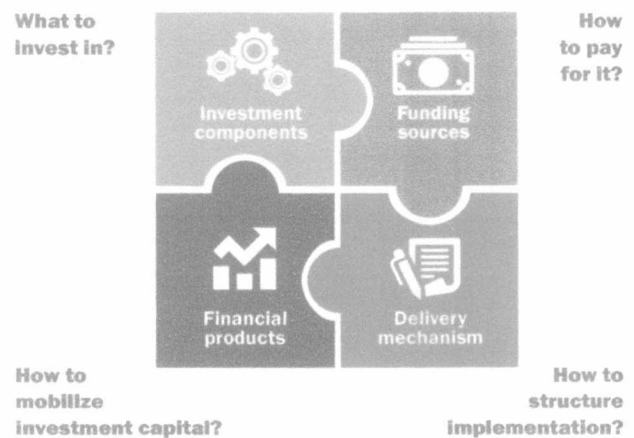
1. Sustainable projects often involve novel, non-traditional infrastructure assets that fall outside the traditional infrastructure model and therefore have different, sometimes riskier, investment profiles;
2. Key stakeholders are not familiar with alternative infrastructure and service solutions, and lack a common language and space for learning and dialogue on locally suited approaches; and
3. Investment environments, especially policy and regulatory frameworks, are not yet adapted to sustainable approaches.

Business Models are Shifting Towards Sustainability

Successful sustainable urban solutions often involve shifts in existing business models. For example, by purchasing or leasing solar panels, energy users are changing their relationship with energy utilities and can be paid for the power they produce, or earn money from leasing their roof space to a solar company. In urban mobility, travelers can choose to pay a fee for sharing cars and bikes, rather than owning them. Even housing choices are changing as many urban residents are increasingly choosing to live close to public transit over auto-centric suburban living. Such “transit-oriented development” improves people’s access to a variety of services, amenities and job opportunities and helps keep the costs of public infrastructure down.

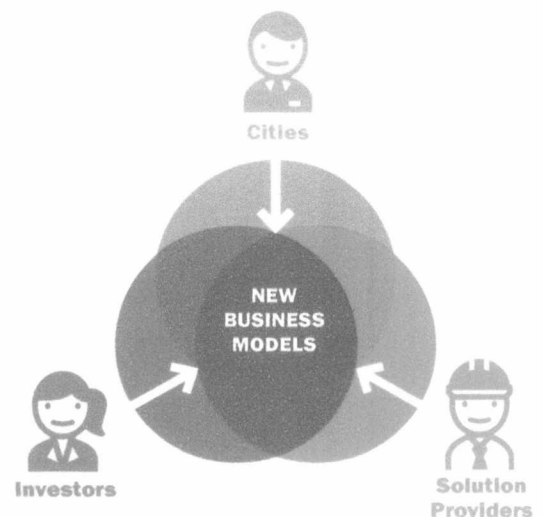
Finding new business models, like those mentioned previously, to accelerate and scale up investment in sustainable cities will hinge on answering four key questions: what to invest in, how to pay for it, how to mobilize investment capital and how to structure implementation. These questions matter for any organization delivering a product or service, whether public or private.

To best answer these questions, three key stakeholders need to develop sustainable solutions together. City decision makers, service providers and investors need to build a shared understanding of the challenges and opportunities of different business model choices to ensure cities meet their service objectives, infrastructure and technology providers satisfy their bottom line, and financiers make a return on their investment.



Overcoming the Investment Gap

Cities are uniquely positioned to deliver sustainable solutions that can positively impact the lives of over half the world’s population. Promising urban service innovations that already exist still need to scale up to their full potential for cities to truly realize the benefits of sustainable urban development. The successful implementation of ambitious investment programs requires shifts in traditional business models that bring public and private interests into alignment. New approaches to developing sound project pipelines are needed to smooth and accelerate the early stage investment process where important knowledge, capacity and interest gaps can exist.

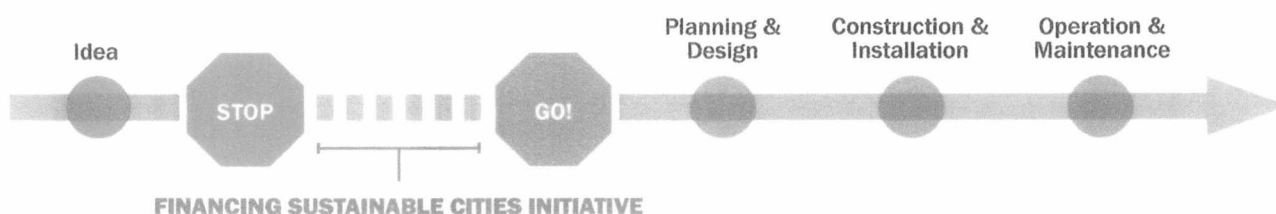


"We work closely with cities across the globe... In doing so, we aim to support the growing ecosystem of people working to implement the New Urban Agenda, Sustainable Development Goals, and the Paris Agreement to create more prosperous, inclusive, and sustainable cities."

—Mark Watts, Executive Director of C40, Ani Dasgupta, Global Director of WRI Ross Center for Sustainable Cities, and Brandee McHale, President of the Citi Foundation and Director of Corporate Citizenship at Citi

Bridging the Gap Between Ideas and Implementation

Many sustainable urban projects stall at the idea phase due to a lack of funding, limited internal expertise to pursue new business models or challenges in coordinating across different public and private sector agencies. The Financing Sustainable Cities Initiative is helping to address each of these challenges to bridge the gap between ideas and implementation.



What We Do

FSCI's main components:

- the development of a peer-to-peer learning community,
- the provision of technical assistance, and
- the delivery of an online engagement platform.

Through these activities and our research on business models for sustainable urban solutions, FSCI identifies the ingredients of sustainable urban projects around the world and shares the experiences of cities and investors on what to invest in, how to pay for it, how to mobilize investment capital and how to structure contracts and institutional frameworks.

Where We Work

FSCI is a global initiative, currently providing support to cities in:

South Africa, Brazil, Colombia, Argentina, Chile, India, Mexico, New Zealand, United States, UK, France and Norway.

We Work on Several Technical Areas in Land Use, Urban Energy and Mobility:



Bike-sharing systems



Bus rapid transit systems



Low- and zero-emission buses



Efficient new buildings



Municipal building retrofits



Transit-oriented development

Learn more about the Financing Sustainable Cities Initiative at www.financingsustainablecities.org or contact us at fscties@wri.org



Citi Foundation



3. NEW SUSTAINABLE MOBILITY

Challenge

Mobility services provided by technology-led companies are disrupting how people move about cities. This disruption is leading to a reorganization of ownership and delivery of transport, and the use of data and connectivity in new ways. On-demand and shared models are being credited with improving access and transitioning people from “just in case” vehicle ownership to “just in time” shared vehicles.

On the flip side, these new models are raising concerns about shifting commuter attitudes; impacts on walking, cycling, and mass transit; and the possibility of increased vehicle use, emissions, and congestion. Cities with historically low levels of personal vehicle usage and ownership, like Mumbai, Beijing, Mexico City, and São Paulo, are now faced with exponentially growing motorized transport services. Regulators, transit agencies, auto manufacturers, and incumbents are struggling to find their footing in this “new mobility” paradigm.

Backed by billions of dollars in investments, the industry of new mobility is now pushing towards the next wave of disruption with the convergence of shared, autonomous and electric vehicles. Existing transport ecosystems are thus being fundamentally redefined; the opportunity for better access for all stands against the risk of transport systems that deepen inequity and increase emissions.

Opportunity

New mobility models have the potential to redefine urban mobility for the 21st-century in a positive manner – if holistic frameworks, including policies, financing and business development support, ensure they are meeting the diverse needs of all urban dwellers.

WRI Ross Center works to **shift the lens from new mobility to “new sustainable mobility”** to enhance the movement to simultaneously improve the environment, access, and quality of life for all people in cities. We define new sustainable mobility as models that use information and communication technologies to enable more equitable access to urban opportunities while reducing emissions, injuries and fatalities, and improving efficiency.

Strategy

WRI Ross Center is working to shape the market for new sustainable mobility outcomes in India, Mexico, Brazil, Turkey and China. We organize our intervention along the following lines:

1. Track the market and its impact on cities

WRI Ross Center has been leading the way on tracking new mobility trends. We have identified four key research areas – shared mobility, commuter experience, product

innovation and data-driven decision-making – to better understand the sector. We work collaboratively with our partners to produce high-quality publications that expand knowledge on, and understanding of, these quickly evolving trends and their socio-economic and environmental impact.

2. Support new sustainable mobility enterprises

We work closely with enterprise-led models and investors to create an enabling ecosystem for models with sustainable outcomes. Our team has developed focused programming to bring business and financial support to industry start-ups. We have created unique platforms and accelerator initiatives to ensure early-stage entrepreneurs have the tools they need to scale while considering environmental and economic efficiency.

3. Bridge the gap between government and enterprises

Our research has informed high-level discussions and debates on issues impacting the new sustainable mobility sector. We work with local and national policymakers to demystify new mobility trends. Convenings and roundtables have advanced progress towards regulatory frameworks that meet new market needs. In addition, we are building global platforms for cities to share best practices and make data and new tools more widely available.

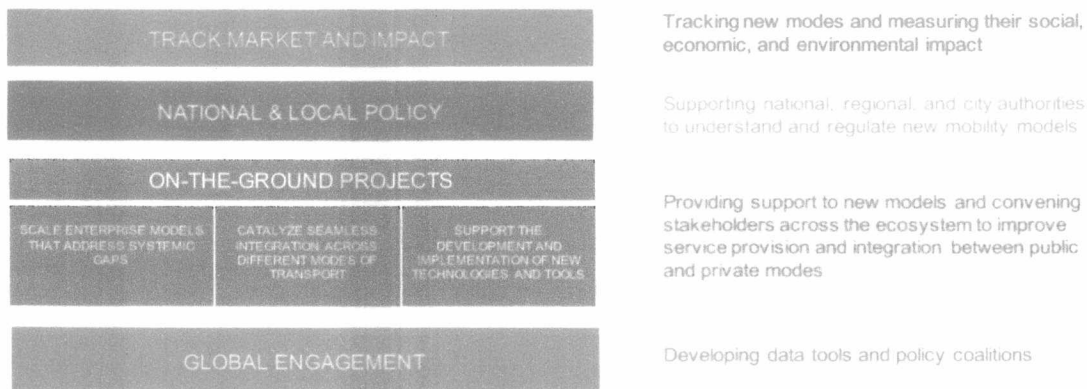


Figure 1: Our offer spans across geographies to support new sustainable mobility models

Discussion for the Advisory Group

1. The narrative today around new mobility models is dominated by global north perspectives, but we believe that the relevance and impact of these models will be very different in developing cities. There may indeed be cases where traditional models are holding back developing cities from “leap-frogging” to more sustainable solutions. How

can we support the development of more a robust narrative that is relevant for the global south?

2. Cities often have little knowledge of the impacts that new mobility services are having on traffic congestion, public transport systems, and in their cities overall, making it difficult to create policies that address any negative impacts.⁶ Where should WRI Ross Center focus to provide the best support to countries and cities: publications that can guide policymakers in assessing impacts and tradeoffs; training on using new technologies and requesting data from providers; help in drafting new policies; or deep-dives on a few cities to test our hypothesis?
3. Beyond new mobility models, there are other trends that may have an exponentially large impact on people's movement and emissions from transport. For example, changing workplace trends, e-commerce delivery platforms, 3D printing, urban farming, etc. These trends may seem too nascent to consider, but since all new ideas seem nascent until they are not, how might we engage with these trends?

⁶ Analysis for New York City has shown that these services, can both, compete and complement public transport systems, but these analyses are hard to come by in order cities, due to a lack of data and information to do this assessment. Bruce Schaller, "UNSUSTAINABLE? The Growth of App-Based Ride Services and Traffic, Travel and the Future of New York City," February 2017, <http://schallerconsult.com/rideservices/unsustainable.htm>.



Advisory Group Members 2017

Stephen M. Ross

Stephen is Chairman and Founder of Related Companies and has been a Board Member of WRI for 10 years. Additionally, he serves as Chairman of the Board of Directors of Equinox Holdings, Inc., is a director on the board of the Culture Shed and the Jackie Robinson Foundation, and is chairperson emeritus of the Real Estate Board of New York (REBNY), the city's leading real estate trade association. Mr. Ross graduated from the University of Michigan with a Bachelor of Business Administration degree, from Wayne State University Law School with a J.D., and from New York University School of Law with a Master of Laws in Taxation. Mr. Ross is the Honorary Chair of WRI Ross Center for Sustainable Cities. He is also helping WRI Ross Center staff explore the concept of an awards event to enhance the Center's visibility.



Charlotte Matthews

Charlotte is Vice President of Sustainability for Related Companies. Charlotte's major project is the Hudson Yards microgrid. Her engagements include teaching at Columbia University, in the GSAPP Masters in Real Estate Development program (2010-2014), co-chairing the Residential track of the NYC Building Resiliency Task, co-chairing the Construction Practices committee of the NYC Green Codes Task Force, and sitting on the US Department of Energy, Energy Efficiency Buildings Hub – Industry Advisory Committee. She holds a B.S. in Environmental Science from Brown University and was adjunct faculty at Columbia University's Graduate School of Architecture, Planning and Preservation in its Real Estate Development program from 2010 to 2014.



Rohit Aggarwala

Rohit (Rit) serves as Chief Policy Officer at Sidewalk Labs, as well as an Adjunct Professor at Columbia School of International and Public Affairs. From 2006 to 2010, Rit was the Director of Long-Term Planning and Sustainability for the City of New York, serving as the chief environmental policy advisor to Mayor Michael R. Bloomberg. Prior to joining the Bloomberg Administration, Rit was a consultant at McKinsey & Company, where he mainly served clients in the transportation and logistics industry in the United States and Europe. He holds a B.A., M.B.A., and Ph.D. from Columbia University, as well as a master's degree from Queen's University in Ontario. Rit presented on Sidewalk Labs at WRI in August 2017, as part of the World Resources Report Seminar Series.



Melinda Bohannon

Melinda serves as Deputy Director for the Growth and Resilience Department at UK Department for International Development. She is a member of the Civil Service with around 16 years of international experience across a range of high profile policy issues in government, including international development, emerging market economics, and climate change. She has worked in the Middle East and North Africa, Russia and the Former Soviet Union, and China. She has worked with the United Nations, Multilateral Development Banks, and the European Commission. Melinda was a member of the GES (Government Economic Service) for seven years. She is currently a visiting fellow at the Grantham Research Institute on Climate Change and the Environment.



Robin Chase

Robin is co-founder and former CEO of several car/rideshare companies, including Zipcar, the largest car-sharing company in the world; Buzzcar, a peer to peer car-sharing service in France; and GoLoco, an online ridesharing community. She is also co-founder and Executive Chairman of Veniam, a vehicle communications company building the networking fabric for the Internet of Moving Things. She serves on the board of WRI, the Massachusetts Department of Transportation (DOT), the National Advisory Council for Innovation & Entrepreneurship for the US Department of Commerce, the Intelligent Transportations Systems Program Advisory Committee for the US T, the OECD's International Transport Forum Advisory Board, the Massachusetts Governor's Transportation Transition Working Group, and Boston Mayor's Wireless Task Force. Robin graduated from Wellesley College and MIT's Sloan School of Management, was a Harvard University Loeb Fellow, and received an honorary Doctorate of Design from the Illinois Institute of Technology.



Ede Ijiasz-Vasquez

Ede is Senior Director for the Social, Urban, Rural and Resilience Global Practice at the World Bank Group. He assumed this position in July 2014, with a stronger institutional structure focused on ending extreme poverty by 2030 and boosting shared prosperity for the bottom 40 percent at the World Bank Group. Before this, he was Director for Sustainable Development of the Latin America and Caribbean Region, covering infrastructure, climate change, environment, social, and rural development. Ede has a Ph.D. and a M.S. from the Massachusetts Institute of Technology (MIT) in civil and environmental engineering, with specialization in hydrology and water resources. Ede leads World Bank / WRI collaboration on the Global Platform for Sustainable Cities.



Jamshyd Godrej

Jamshyd is Chairman and Managing Director of Godrej & Boyce Manufacturing Company in India. He is also the Chairman of Aspen Institute for India; the Vice President of World Wide Fund for Nature, International; and the President of World Wide Fund for Nature, India. Previous positions also include President of Confederation of Indian Industry and Past President of the Indian Machine Tool Manufacturers' Association. He was the recipient of Padma Bhushan award in April 2003, conferred by the President of India. Jamshyd holds a Master's Degree in Business Administration from the Illinois Institute of Technology, USA and a Bachelor's Degree in Mechanical Engineering/BS. Jamshyd has championed WRI India's work on sustainable public transport including bus rapid transport initiatives.



Zou Ji

Zou is President of the Energy Foundation China. Prior to this role, he was the Deputy Director General, National Center for Climate Change Strategy and International Cooperation (NCSC), a new think tank on climate research under the National Development and Reform Commission (NDRC). He also served as WRI China Country Director for more than two years. During his time at WRI, Zou established an MoU between WRI and NDRC, expanded the staff in China, and secured a major grant from the Asian Development Bank (ADB) on the Qingdao Low-Carbon Development Plan. Zou holds a Bachelor's of Science in Environmental Engineering, a Master's in Engineering Economics, Tsinghua University and a PhD in Environmental Economics, Renmin University, China.



Morten Kabell

Morten is Mayor for Technological and Environmental Affairs in Copenhagen, Denmark. Morten has a background as a teacher in Copenhagen schools, and, since 2006, he has been the Red-Green Alliance spokesman in Copenhagen on traffic, climate, and urban planning. In 2012, he became a member of the National Congestion Commission, followed in 2014 by his appointment as Mayor of Technical and Environmental Affairs of Copenhagen. In 2015, he became a board member of CPH City & Port Development, focusing on green mobility, urban spaces, and climate adaptation. Morten works closely with and has been a champion of WRI's Building Efficiency Initiative.



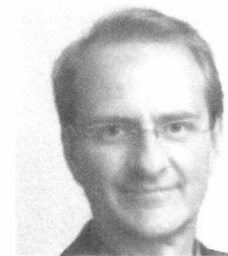
Marcio Lacerda

Marcio, former Mayor of Belo Horizonte, Brazil, was elected President of the National Front of Mayor in 2015. In 2003, he became an executive secretary of the Ministry of National Integration. From April 2007 to May 2008, he was Secretary of State for Economic Development of the Brazilian State of Minas Gerais. He was selected three consecutive times by Ibope and Datafolha Institutes as the best mayor of Brazil, and chosen by the City Mayors Foundation as one of the best mayors in the world. In 2014, the survey Best City Index recognized Belo Horizonte as the best capital through a survey that examined 77 indicators. He studied at the Federal Technical School in Belo Horizonte.



Dirk Messner

Dirk serves as Director of the German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE). His work areas include globalization, low-carbon development, climate change, and governance. He is also Co-Chair of the German Advisory Council on Global Change (WBGU) to the German Federal Government. Due to his research, Dirk is engaged in high ranking policy advisory councils. He has been the Co-Chair of the German Advisory Council on Global Change since 2013, and a member of the China Council on Global Cooperation on Development and Environment. Dirk studied political science and economics at the Free University of Berlin and Sogang University Seoul. Dirk works to facilitate a strategic research partnership with DIE, supporting the activities of the World Resources Report.



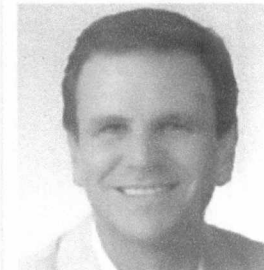
Clay Nesler

Clay is Vice President for Global Energy and Sustainability for the Building Efficiency business of Johnson Controls. In this role, he is responsible for energy and sustainability policy, programs and strategy. Since joining Johnson Controls in 1983, Clay has held a variety of leadership positions in technology, new product development, marketing, and strategy in both the United States and Europe. Clay currently serves on the Wisconsin Governor's Task Force on Global Warming, the Executive Committee for the Energy Efficiency Forum in Washington, D.C., and the advisory committee for the Climate Registry. Clay holds B.S. and M.S. degrees in mechanical engineering from the University of Illinois. Clay is a co-author on the "Accelerating Building Efficiency: 8 Actions for Urban Leaders" guidebook published in 2016. Johnson Controls is a close partner of the Building Efficiency Accelerator.



Eduardo Paes

Eduardo is Former Mayor of Rio de Janeiro and Former Chair of C40. He has dedicated his entire career to public service, starting in 1993 when he was appointed deputy mayor of the Jacarépaguá and Barra districts in Rio at the age of 23. In 2000, he was appointed Rio's Municipal Environmental Secretary, where he refined his knowledge of environmental issues. During his second mandate as a representative in Congress in 2007, Paes was named Secretary of State for Tourism, Sport, and Leisure. A year later, Eduardo was elected Mayor of Rio de Janeiro, and, in October 2012, he was re-elected in the first round for a second term. Eduardo is a law school graduate from PUC-Rio University.



Sam Parker

Sam is Director of the Shell Foundation, which co-creates and fosters the growth of social enterprises in the renewable energy, mobility, and SME finance sectors. Previously, Sam was part of Water & Sanitation for the Urban Poor (WSUP), as its first CEO. WSUP is a non-profit company which brings together private sector and NGO expertise to address the pressing global challenge of delivering water and sanitation services to the growing number of people who live in urban slums. In 2014, Sam won a Skoll Foundation Award for Social Entrepreneurship. Sam graduated from Oxford University.



Patrick Phillips

Patrick is Global Chief Executive Officer of the Urban Land Institute (ULI). Since taking the chief executive position in 2009, Patrick has overseen an expansion of ULI's global reach, particularly throughout Asia, guiding the Institute's focus on creating thriving communities in rapidly urbanizing countries. Under his leadership, ULI's program of work has grown steadily to encompass a variety of economic, demographic, societal, and environmental issues that are reshaping urban development worldwide in the 21st century. Prior to his service at ULI, he was President and Chief Executive Officer of ERA AECOM (formerly Economics Research Associates), where he coordinated all aspects of ERA's organization, strategy, business development, and service delivery.



Shirley Rodrigues

Shirley is Deputy Mayor for Environment and Energy. Previously, she was the acting lead for the climate-smart urbanization strategy of The Children's Investment Fund Foundation (CIFF). Before joining CIFF, Shirley was the Director of Policy at the Sustainable Development Commission providing policy advice and research on economic, social, and environmental issues to the UK Government and Devolved Administrations. Previously, as Head of Environment and Climate Change and as interim Executive Director for Development and Environment at the Greater London Authority, she provided policy advice to implement landmark strategies for Mayor Ken Livingstone and Mayor Boris Johnson. She graduated from the University of Westminster with an M.B.A. and the London School of Economics with a B.A. in French Studies. She also serves on the advisory group of the New Climate Economy Cities Initiative, of which WRI Ross Center is the secretariat.



Janette Sadik-Khan

Janette is the Principal, Transportation at Bloomberg Associates, where she works with mayors around the world to reimagine and redesign their cities with innovative projects that can be developed quickly and inexpensively. At NYC DOT, Janette oversaw a \$2.8 billion budget, delivering transformative projects, including the pedestrianization of Times Square and redesigning 2.3 miles of Broadway from Columbus Circle to Union Square. She also sits on the Board of Trustees of Occidental College, from which she holds a B.A. in Political Science, in addition to a J.D. from Columbia University School of Law.



Mpho Parks Tau

Parks is the United Cities and Local Governments President, and was the Executive Mayor for the City of Johannesburg from 2011 to 2016. In 2000, Parks was appointed as a Member of the Mayoral Committee (MMC) of Johannesburg, overseeing the portfolios of Developmental Planning, Transportation, and Environment from 2000 to 2003, as well as the Finance and Economic Development portfolio between 2003 and 2011. Park's vision for an equitable and livable Johannesburg follows the Joburg 2040 Growth and Development Strategy (2040 GDS). He has consistently worked toward efficient, affordable and safe mobility for all, supporting access to cultural, social, and economic amenities across the city. Since taking office, Parks has focused on developmental local government, with key initiatives such as Corridors of Freedom, Blue Economy, Jozi@Work, and Smart City. Parks holds a Post Graduate Diploma in Public Management from Regenesys.



Gino Van Begin

Gino is the Secretary General for ICLEI. Gino has been working for ICLEI for more than 15 years. In his roles as Regional Director for Europe (since 2002), Deputy Secretary General (since 2007), and Secretary General (since 2013), he has consistently worked toward ensuring ICLEI's quality as a not-for-profit, responsible and forward-looking local government organization serving its 1,000 members at worldwide. Before joining ICLEI, Gino worked in Russia for seven years as an advisor and Team Leader at the EU-funded Environmental Centres for Administration and Technology in Kaliningrad and St. Petersburg. Prior to that, he worked in Brussels for five years at the European Commission, DG Environment. Gino was trained as a lawyer at the University of Brussels. Gino represents ICLEI on the Building Efficiency Accelerator Steering Committee.



Angie Fyfe (representing Gino Van Begin)

Angie is the USA Director of ICLEI. She joined ICLEI USA in 2014 as the Director of Resource Efficiency and Renewable Energy, and was promoted to Executive Director in 2016. Prior to this role, Angie was the Associate Director and Program Manager of the Colorado Governor's Energy Office, where she was part of the team to develop and implement 57 pieces of clean energy legislation under Governor Bill Ritter, and as the executive director of the U.S. Green Building Council, Colorado Chapter. Additionally, Angie was the founder of an online real estate services company and the Real Estate Product and Partnership Manager of global corporate relocation services firm. Her clients included Johnson & Johnson, Fidelity Investments, Costco, IBM, CH2MHill, and Frist Data Western Union.



Mark Watts

Mark is the Executive Director for C40 Cities Climate Leadership Group. Prior to joining C40 in 2013, Mark was the Director of Arup's energy consulting team based in London. Focused on cities and sustainability, he led Arup's partnership with the C40 group of cities committed to tackling climate change. Previous to joining Arup in 2008, he was the climate change and sustainable transport adviser to the Mayor of London, where he led the development of London's ground-breaking Climate Change Action Plan. Mark is a member of the Yale Climate Dialogue. He studied history and politics at the University of Nottingham. Mark is on the advisory group of the New Climate Economy Cities Initiative, of which WRI Ross Center is the secretariat. C40 is also a key partner on topical working groups including bus rapid transit, transit oriented design, resilience, and finance.



Advisory Group



Stephen Ross

*Honorary Chair, Advisory Group, WRI Ross Center for Sustainable Cities
Chairman - Related Companies*

Stephen M. Ross is the Chairman and Founder of Related Companies. Mr. Ross formed Related in 1972 and today the company includes 2,500 professionals. Related is one of the largest owners of affordable housing, has developed over \$22 billion in real estate, and owns real estate assets valued at over \$20 billion made up of best-in-class mixed-use, residential, retail and office properties in premier high-barrier entry markets. Mr. Ross is also the owner of the Miami Dolphins.

Mr. Ross is Chairman of the Board of Directors of Equinox Holdings, Inc., serves on the Executive Committee and is a trustee of Lincoln Center, and is a trustee of New York-Presbyterian Hospital and the Guggenheim Foundation.

He is a director on the board of the Culture Shed and the Jackie Robinson Foundation and is chairperson emeritus of the Real Estate Board of New York (REBNY), the city's leading real estate trade association. Mr. Ross is also a director on the board of the World Resources Institute (WRI) and recently established the WRI Ross Center for Sustainable Cities, an innovative new initiative to integrate urban planning, sustainable transport, energy and climate change, water resources, and governance.

Over the years, Mr. Ross has received numerous honors for his business, civic, and philanthropic activities. Most recently, he was a New Power Player by the New York Times, the Most Powerful Person in New York Real Estate by the New York Observer, Multi-Family Property Executive of the Year by Commercial Property News, and Housing Person of the Year by the National Housing Conference. He also received The National Building Museum Honor Award, REBNY's Harry B. Helmsley Distinguished New Yorker Award and the Jack D. Weiler Award. Crain's New York named Mr. Ross one of the 100 Most Influential Leaders in Business and he was recognized by NYC & Company for their Leadership in Tourism Award. In 2013, Mr. Ross pledged to give more than half of his estate to philanthropic causes and charitable organizations through the Giving Pledge, a long-term global initiative created by Warren Buffett and Bill and Melinda Gates that aims to increase deeper engagement in philanthropy and increase charitable giving globally.

Mr. Ross graduated from the University of Michigan with a Bachelor of Business Administration degree, from Wayne State University Law School with a Juris Doctor degree and from New York University School of Law with a Master of Laws in Taxation. In 2004, the University of Michigan renamed its business school the Stephen M. Ross School of Business at the University of Michigan and in 2011 the University of Michigan awarded Mr. Ross an honorary degree, Doctor of Laws.



Rohit T. "Rit" Aggarwala

Sidewalk Labs

Rit Aggarwala works on cities, transportation, and the environment, from the perspectives of former public official, policy expert, and historian. Aggarwala works at Sidewalk Labs. Aggarwala is Adjunct Professor at Columbia School of International and Public Affairs.

From 2006 to 2010, Aggarwala was the Director of Long-Term Planning and Sustainability for the City of New York. In that role, he served as the chief environmental policy advisor to Mayor Michael R. Bloomberg, and led the development and implementation of New York City's sustainability plan, PlaNYC: A Greener, Greater New York. Mayor Bloomberg called him "the brains behind PlaNYC."

Aggarwala's achievements at City Hall included the passage into law of a landmark set of mandates that will make all large buildings in New York City more energy efficient, by requiring benchmarking, periodic energy audits and operations tune-ups, widespread lighting retrofits, submetering for commercial tenants. He also led the effort to make New York City's 13,000 yellow taxis convert to hybrids, clean up the heating oil used in New York City's buildings, and develop a greener construction code for New York. He was also one of the architects of

Mayor Bloomberg's effort to bring congestion pricing to Manhattan, and served as the mayor's point person on Building America's Future coalition the mayor created with Governor Arnold Schwarzenegger of California and Governor Ed Rendell of Pennsylvania. He has testified before the New York City Council, the New York State Assembly, and the United States Congress.

Prior to joining the Bloomberg Administration, Aggarwala was a consultant at McKinsey & Company, where he mainly served clients in the transportation and logistics industry in the United States and Europe. In addition to work at the New York State Assembly and the Virginia Railway Express, he began his career at the Federal Railroad Administration.

He serves on several boards, including that of the Regional Plan Association; the Urban Green Council; the advisory boards of the Eno Transportation Foundation and New World Capital (a private equity firm); and is a trustee of St. Stephen's School in Rome, Italy.

Aggarwala holds a PhD in American History from Columbia University, where he studied under Professor Kenneth T. Jackson. His dissertation "Seat of Empire: New York, Philadelphia, and the Emergence of an American Metropolis, 1776-1837", looked at the causes that led New York to surpass Philadelphia as the leading city in America. He is currently revising that manuscript for publication as a book.



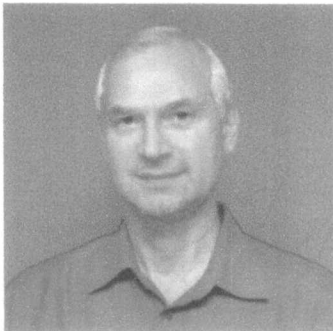
Robin Chase

Founder and Chief Executive Officer, Buzzcar

Robin Chase is a transportation entrepreneur. She is co-founder and former CEO of Zipcar, the largest carsharing company in the world; Buzzcar, a peer to peer carsharing service in France (now merged with Drivy); and GoLoco, an online ridesharing community. She is also founder and Executive Chairman of Veniam, a vehicle communications company building the networking fabric for the Internet of Moving Things.

She is on the Boards of Veniam, the World Resources Institute, and Tucows. She also served on the board of the Massachusetts Department of Transportation, the National Advisory Council for Innovation & Entrepreneurship for the US Department of Commerce, the Intelligent Transportation Systems Program Advisory Committee for the US Department of Transportation, the OECD's International Transport Forum Advisory Board, the Massachusetts Governor's Transportation Transition Working Group, and Boston Mayor's Wireless Task Force.

Robin lectures widely, has been frequently featured in the major media, and has received many awards in the areas of innovation, design environment, including Time 100 Most Influential People, Fast Company Fast 50 Innovators, and BusinessWeek Top 10 Designers. Robin graduated from Wellesley College and MIT's Sloan School of Management, was a Harvard University Loeb Fellow, and received an honor Doctorate of Design from the Illinois Institute of Technology.



Jamshyd N. Godrej

Chairman of the Board, Godrej & Boyce Manufacturing Company Limited

Mr. Godrej is the former Chairman of Ananta Aspen Centre (previously known as Aspen Institute India), Chairman & Trustee of Ananta Centre. He is the President of World Wide Fund for Nature – India. He is the Chairperson of the Board of Directors of Shakti Sustainable Energy Foundation, India Resources Trust and Council on Energy, Environment and Water. He is a Director of World Resources Institute, USA and Director of Global Footprint Network, USA. He is also a Trustee of the Asia Society, USA. He is a member of Toyota Motor's Global Advisory Board and Asia Pacific Regional Advisory Committee. He is the Past President of Confederation of Indian Industry and also the Past President of the Indian Machine Tool Manufacturers' Association.

Mr. Godrej is the Chairman of the CII Sohrabji Godrej Green Business Centre. The Centre is housed in a LEED Platinum demonstration building which is the first green building in India and the greenest building in the world at the time when it was rated. The Green Business Centre is a Centre of Excellence for green buildings, energy efficiency, energy conservation, non-conventional energy sources, water pollution water conservation, etc.

Godrej and Boyce Mfg. Co. Ltd. manufactures and markets refrigerators; washing machines; air conditioners; office furniture; home furniture security equipment for banks (such as safes, strong room doors, bank lockers, etc.) and for commercial establishments and homes; lockers; latches, forklift trucks and warehousing equipment; process equipment for chemical, petrochemical, refineries and allied industries; precision tools for sheet metal, zinc, aluminium; real estate development.

The Godrej group are leaders in home appliances, consumer durables, office equipment, industrial products, consumer products and services.

Mr. Godrej is an ardent yachting enthusiast and has done extensive cruising along the west coast of India, the Baltic & North Sea, the Atlantic Ocean and in the Mediterranean Sea. The President of India conferred on Mr. Godrej the "Padma Bhushan" on 3rd April 2003. He graduated in Mechanical Engineering from Illinois Institute of Technology, USA.

Ede Jorge Ijjasz Vasquez

Senior Director for the Social, Urban, Rural and Resilience Global Practice, Urban, Rural & Social Development - World Bank



Ede Jorge Ijász Vásquez is the Senior Director for the new Social, Urban, Rural and Resilience Global Practice at the World Bank Group. Global Practice groups 600 professionals across the world working in a broad range of development issues, from social development and inclusion to disaster risk management, in cities, human settlements, and territories. He assumed this position on July 1, 2014, under a structural institutional structure focused on ending extreme poverty by 2030 and boosting shared prosperity for the bottom 40 percent at the World Bank Group.

Before this, he was Director for Sustainable Development of the Latin America and Caribbean Region since November 2011, covering infrastructure, climate change, environment, social and rural development.

From 2007 to 2011, he was based in Beijing, where he managed the Sustainable Development Unit for China and Mongolia. Earlier in his career, he led implementation of the Bank's environment strategy team, as well as water and sanitation projects in Central Asia, the Caucasus and the Russian Federation.

Mr. Ijász has a Ph.D. and a M.Sc. from the Massachusetts Institute of Technology (MIT) in civil and environmental engineering, with specialization in hydrology and water resources. He is a Colombian and Hungarian national.



Zou Ji

Deputy Director, National Center for Climate Strategy and International Cooperation of China (NCSC)

Professor Zou Ji is currently the Deputy Director General of the China National Center for Climate Strategy Study and International Cooperation (CCSC).

Zou Ji is Professor of Environmental Economics and Management at Renmin University in Beijing. For the past 26 years he has worked as a professor, researcher and policy analyst focused on energy and climate change in China. He also served as a negotiator for China at U.N. Climate Talks during 2000-2009. Professor Zou has a B.S. in environmental engineering, an M.S. in engineering economics from Tsinghua University and a Ph.D. in environmental economics from Renmin University. He has held visiting scholar positions at Harvard University and London School of Economics.



Morten Kabell

Mayor of Technical and Environmental Affairs - Copenhagen, Denmark

Morten Kabell (born 1970) has a background as a teacher in Copenhagen schools as well as being party secretary for the Red-Green Alliance office of Copenhagen. In 1996 he became member of the Red-Green Alliance, and in 1997 he ran for local office in Copenhagen and got elected. From 2006- 2013 he served as party secretary at the Red-Green Alliance office of Copenhagen. Morten Kabell was the Red-Green Alliance spokesman in Copenhagen on traffic, climate and urban planning. In 2012 he became a member of the National Congestion Commission. In 2014 he became Mayor of Technical and Environmental Affairs of Copenhagen, and, the next year, 2015 he became board member of CPH City & Port Development.

Morten Kabell's political expertise resides in the realms of green mobility, urban spaces and climate adaptation. Morten Kabell has dedicated his career to change the traffic in Copenhagen so more people will use bicycles and public transportation. Additionally, he fights for less space for cars, parking lots, and advocates for room for new small green parks, larger pavements with room for cafe tables, and better conditions for pedestrians. All benefit for the city livability. Finally, in terms of climate, he is passionate about decreasing CO₂ emissions and focusing on sharing knowledge, methods and involving citizens around Europe. While the nations talk, cities must act.



David Kennedy

Director General for Food, Farming, Animal and Plant Health - Defra

David Kennedy was appointed to be Director General for Food, Farming, Animal and Plant Health at Defra in January 2017. Before that, he served as the Director General for Economic Development for the UK Department for International Development.

Earlier in his career, Kennedy worked on finance and strategy with the World Bank and the European Bank for Reconstruction and Development.

Marcio Lacerda

Former Mayor - Belo Horizonte, Brazil

Marcio Lacerda is a businessman, married, with three children. He spent his childhood and his adolescence in Inhapim, Minas Gerais state



and, when he was 17 years old, he moved to Belo Horizonte, where he studied at the Federal Technical School. Marcio Lacerda got his f in 1965 at the Telephone Company of Minas Gerais.

He was a political activist during the military dictatorship. In 1975, he began a successful career as an entrepreneur, creating two telecommunications companies, with operations in 16 Brazilian states, plus Chile and Bolivia. In 2003, he became an executive secretary, Ministry of National Integration.

From there, Marcio Lacerda's political career took off. April of 2007 to May, 2008, he was a Secretary of State for Economic Development Minas Gerais. In 2008 he was elected as a Mayor of Belo Horizonte, and in 2012, he was re-elected in the first round to be the Mayor of city. He was considered the best mayor of Brazil by Ibope and Datafolha institutes and indicated by the Foundation City Mayor as one of best mayors in the world.

In 2014, the survey 'Best City' Index pointed Belo Horizonte as the best capital, through survey that examined 77 indicators. In April, he v elected president of the National Front of Mayors for the biennium 2015/2016. In 2015 he was elected President of the National Front of Mayors.



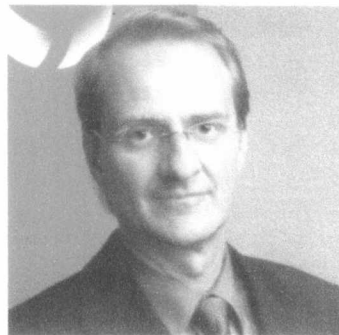
Charlotte Matthews

Vice President - Sustainability - Related Companies

Charlotte is the Vice President of Sustainability for Related Companies, a real estate owner and developer with over \$10B of residential, office and affordable housing property. In 2008, the company committed to building green exclusively, and has since completed 20 LEED Gold and Platinum properties and has over 30 LEED projects underway, including several neighborhoods. Charlotte's major project curre the Hudson Yards microgrid.

Charlotte is also Vice-Chair of the Real Estate Roundtable – Sustainability Policy Advisory Committee, a board member of IMT, a membe the New York Reforming the Energy Vision (REV) Market Design Working Group, and a member of the Real Estate Board of New York – Sustainability Committee. Recent engagements include teaching at Columbia University, in the GSAPP Masters in Real Estate Developn program (2010-2014), co-chairing the Residential track of the NYC Building Resiliency Task, co-chairing the Construction Practices comr of the NYC Green Codes Task Force, and sitting on the US Department of Energy, Energy Efficiency Buildings Hub – Industry Advisory Committee. Previously, Charlotte co-chaired the Boston AIA Committee on the Environment, contributed to the development of DOE/EPA Lab21 EPC and LEED for Labs, and helped with the consolidation of LEED from multiple specialized rating systems into one for New Construction.

Charlotte's career in green building began in an architecture firm and then moved through consulting and construction management into estate development. She holds a Bachelor of Science in Environmental Science from Brown University.



Dirk Messner

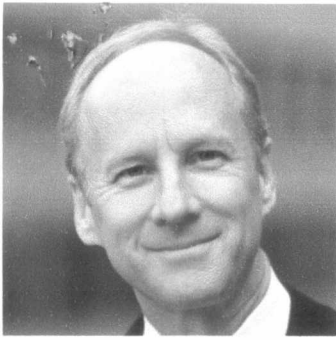
Director of the German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE)

Prof. Dr. Dirk Messner has been working on globalization and global governance as well as on the transformation of nation states and governance under conditions of global change since the late 1980s. He has addressed the impact of China's and India's rise on process international politics and development policy, furthermore he has focused on the effects of climate change on global governance dynamic socioeconomic development processes in Latin America and Asia.

Since 2003, he has been Director of the German Development Institute (DIE) and he has taught at the Institute of Political Science at the University of Duisburg-Essen. Previously he was Academic Director of the Institute for Development and Peace (INEF) at the University of Duisburg. Dirk Messner completed numerous research stays in Asia and Latin America in the past 20 years (e.g. Chinese Academy of S Sciences, Beijing University, Research Centre for the Developing World (RIS) in New Delhi, Sogang University, Seoul; CEPAL in Santiago Chile, Buenos Aires, Montevideo, Universidad Autónoma in Mexico City, Universidad del Pacifico in Lima, Fundação Getulio Vargas in R Janeiro), directed many international research programmes and thus created a close international research network.

He is Co-Chair of the "European Think Tank Group on International Development" established in 2009, where five leading European rese institutes from Germany, the Netherlands, France, Great Britain and Spain coordinate their research programmes and prepare joint rese and consultancy initiatives.

Dirk Messner is Vice Chair of the German Advisory Council on Global Change (Wissenschaftlicher Beirat der Bundesregierung Globale Umweltveränderungen (WBGU)), member of the China Council for International Cooperation on Environment and Development, which g advice to the Chinese government on questions of economic and environmental policy. Furthermore, he is member in academic advisory councils of various academic organizations (e.g. Potsdam Insitute for Climate Impact Research, German Foundation for Peace Research (Deutsche Stiftung Friedensforschung), International Council for Sciences /Global Sustainability Research).



Patrick Phillips
Global CEO - Urban Land Institute (ULI)

Patrick L. Phillips is the Chief Executive Officer of the Urban Land Institute (ULI). Established in 1936, ULI is a global non-profit research education organization with nearly 30,000 members representing all aspects of land use and development disciplines. Its mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

Since taking the chief executive position in 2009, Phillips has overseen an expansion of ULI's global reach, particularly throughout Asia, and the Institute's focus on creating thriving communities in rapidly urbanizing countries. Under his leadership, ULI's program of work has grown steadily to encompass a variety of economic, demographic, societal and environmental issues that are reshaping urban development worldwide in the 21st century. To reinforce ULI's delivery of high-quality services for members around the globe, Phillips guided the restructuring of ULI's district and national council system and he worked with ULI's volunteer leadership to overhaul ULI's governance.

Phillips has a career in the economic analysis of real estate and land use that spans more than 20 years. Prior to his service at ULI, he was President and Chief Executive Officer of ERA AECOM (formerly Economics Research Associates). In that regard, he coordinated all aspects of ERA's organization, strategy, business development, and service delivery. His own consulting practice focused specifically on the intersection of private investment and public policy. Phillips is a frequent speaker on urban development issues, and is the author or co-author of eight books and numerous articles.



Shirley Rodrigues
Deputy Mayor for Environment and Energy - Mayor of London

Shirley Rodrigues was appointed as Deputy Mayor for Environment and Energy in October 2016. Along with Transport for London (TfL), Rodrigues works towards achieving the Mayor's plans for tackling air pollution. This effort includes creating Low Emission Bus Zones and charges for old and polluting vehicles. Supervising activities to generate low-carbon electricity and increase recycling rates, she's working towards the target of London becoming a zero-carbon city by 2050.

Rodrigues was previously the lead for the climate-smart urbanization strategy of The Children's Investment Fund Foundation (CIFF). She is responsible for sourcing and managing investments to transform the way cities are developed to avoid the lock-in of carbon-intensive and resource-inefficient lifestyles.

Before joining CIFF, Shirley was the Director of Policy at the Sustainable Development Commission providing policy advice and research on economic, social and environmental issues to the UK Government and Devolved Administrations.

Previously, as Head of Environment and Climate Change and as interim Executive Director for Development and Environment at the Greater London Authority, she provided policy advice to develop and implement landmark strategies for Mayor Ken Livingstone and Mayor Boris Johnson. These included climate change mitigation and adaptation, waste management and air quality as well as the Climate Change Action Plan and the environmental chapters of the London Plan. Key projects she helped implement include the London Low Emission Zone, Congestion Charge and programs to retrofit London's residential and commercial buildings.

Before that Shirley held a number of roles in London local government where she supported local authorities develop new policies and infrastructure for London and raise standards and promote innovation in transport, urban planning and consumer protection.

Shirley sits on the Board of The C40 Cities Climate Leadership Group and on the Energy Foundation China Committee.



Janette Sadik-Khan
Principal - Transportation, Bloomberg Associates

Janette Sadik-Khan served as Commissioner of the New York City Department of Transportation (NYC DOT) from 2007-2013, where she implemented an ambitious program to improve safety, mobility and sustainability, and ensure a state of good repair on the city's roads, bridges and ferries. At Bloomberg Associates, she works with mayors around the world to reimagine and redesign their cities with innovative projects that can be developed quickly and inexpensively.

At NYC DOT, Janette oversaw a \$2.8 billion budget, delivering transformative projects including the pedestrianization of Times Square and redesigning 2.3 miles of Broadway from Columbus Circle to Union Square; the planning and launch of seven Select Bus Service routes; the nation's largest bike share program. She added nearly 400 miles of bicycle lanes and installed 60 plazas across the city. She also developed and published New York City's first-ever Street Design Manual and Street Works Manual, defining new standards for creating resilient and attractive streets.

Before joining the Bloomberg Administration, she was a Senior Vice President at Parsons Brinckerhoff, an international engineering firm. Prior to that, she served as Deputy Administrator of the Federal Transit Administration.

Sadik-Khan is the chair of the National Association of Transportation Officials (NACTO), an organization of transportation commissioners over 40 US cities, and is a member of the board of directors of both the Institute for Transportation and Development Policy (ITDP) and the Regional Plan Association (RPA). She also sits on the Board of Trustees of Occidental College, from which she holds a B.A. in Political Science, in addition to a J.D. from Columbia University School of Law.



Mpho Parks Tau

President - United Cities and Local Governments (UCLG)

Mpho Parks Tau was elected in October 2016 to serve as the new President for United Cities and Local Governments (UCLG). He previously served as the Mayor of Johannesburg, South Africa from 2011-2016, and he is a member of the African National Congress. Prior to being the second democratically elected Mayor of Johannesburg, Tau served as Johannesburg Member of Mayoral Committee (MMC) Development Planning, Transportation and Environment and as Johannesburg MMC of Finance and Economic Development.



Sara Topelson

President, Urban Land Institute Mexico

Sara Topelson is President of the Urban Land Institute (ULI) Mexico. She is an Honorary Member of the American Institute of Architects and Honorary Member of the Royal Institute of British Architects (RIBA). She began her career as an architect in the Grinberg & Topelson Architects firm. During her career at Grinberg & Topelson, she developed projects in the fields of housing, industry, education, culture and income housing.

Most recently, she was Undersecretary for Urban and Regional Development for the Federal Government in Mexico. Previously, she was General Director of Urban Development for the Miguel Hidalgo District in Mexico City from October 2006 to January 2007.

In 2003 she founded DOCOMOMO Mexico, with a group of historians and researchers and is currently President of the chapter. She was General Director of Urban Development of the municipality of Huixquilucan, State of Mexico from 2003 to 2004. From 2001 to 2003, she was Director of Architecture of the National Institute of Fine Arts of Mexico; promoting conservation of 20th Century architecture through registries, publications and exhibitions at the National Museum of Architecture.

Ms. Topelson received her architectural degree from the National University of Mexico (UNAM). She is a Honorary Fellow of the American Institute of Architects, the Royal Architectural Institute of Canada, the Japan Institute of Architects, the Royal Institute of Australian Architects and the Associations of Architects of Nicaragua and Venezuela, a honorary member of the Royal Institute of British Architects and of the Spanish Council of Architects. Sara is an Academic Fellow at the Academia Nacional de Arquitectura, and at the Academia Mexicana de Arquitectura.



Gino Van Begin

Secretary General, ICLEI – Local Governments for Sustainability

Gino has been working for ICLEI for more than 15 years. In his roles as Regional Director for Europe (since 2002), Deputy Secretary General (since 2007) and Secretary General (since 2013), he has consistently worked towards ensuring ICLEI's quality as a not-for-profit, responsible and forward-looking local government organization serving its 1,000 members at worldwide.

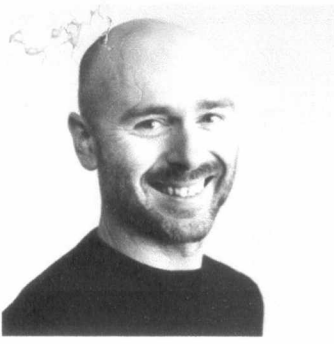
He says: "Our goal is to lead in urban sustainability thinking. We generate novel proposals, search for innovative solutions, prepare new approaches, and are the first to act as new issues emerge. We help our Members to confront the realities of increased urbanization, adapt changes in economic and demographic trends, prepare for the impacts of climate change and other urban challenges, and create livable cities. We guide our Members towards strategic policy development, sustainable planning frameworks, and comprehensive, integrated solutions."

In addition, Gino ensures that ICLEI takes every opportunity to decisively influence global negotiation processes and increase cities' presence on the global stage in order to promote the sustainability agenda at all levels.

Before joining ICLEI, Gino worked in Russia for seven years as an advisor and as Team Leader at the EU-funded Environmental Centre for Administration and Technology in Kaliningrad and St. Petersburg. Prior to that, he worked in Brussels for five years at the European Commission, DG Environment.

Trained as a lawyer at the University of Brussels, Gino speaks Dutch, French, English, German and Russian.

Mark Watts



Executive Director, C40 Cities

Mark Watts serves as the Executive Director for C40 Cities Climate Leadership Group. Prior to joining C40, Mark was the Director of Arup energy consulting team based in London. Focused on cities and sustainability, he lead Arup's partnership with the C40 group of cities committed to tackling climate change.

Prior to joining Arup as a Director in 2008, he was the climate change and sustainable transport adviser to the Mayor of London, in which the London Evening Standard described him as "the intellectual force behind Ken Livingstone's drive to make London a leading light of the battle against global warming."

He led the development of London's ground-breaking Climate Change Action Plan and the associated programme of projects to reduce London's carbon emissions by 60% by 2025.

Mark was recently named by the International Council for Science (ICSU) as one of the "20 people we want to hear more from in the climate change debate", alongside the Chinese Premier Li Keqiang, economist Amartya Sen, and former Archbishop Desmond Tutu.

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