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OUR VISION

By 2030, a network of iconic cities is shifting the ways in which productive, sustainable and equal cities are built. They are showing that integrated actions can transform their communities into vibrant economies where everyone breathes clean air, lives in healthy and safe environments, and has access to all the opportunities of urban life.
Decisions made in cities today will determine whether humans succeed in creating a sustainable future. To refine our approach to this opportunity and challenge, this year, WRI Ross Center completed a new five-year strategy.

In the coming years, we will continue our focus on transforming cities through deep engagements. Drawing on 15 years of experience around the world, we have defined 16 groups of solutions—such as transit-oriented development, road safety and building efficiency—where WRI Ross Center can offer significant expertise. In addition, we will increase our engagement in five new directions: adapting our work to a rapidly urbanizing Africa, helping cities harness both big data and the new mobility revolution, improving air quality, and increasing the capacity of cities to access financing.

Our model of using on-the-ground action to realize larger, systemic change is best illustrated by Brazil’s national housing program. Targeted engagement with the city of Rio Grande by WRI Brasil Ross Center demonstrated the benefits of more compact, connected and coordinated housing projects in one locale. The success of that effort then led the Ministry of Cities to establish new regulations and standards nationwide. The transition from a single project to a program with broad impact reflects how our targeted engagement catalyzes change on a greater scale.

As part of our new strategy, we are now expanding our work on new mobility and air quality. This year we launched an alliance for new mobility with the support of Stephen M. Ross that will help cities understand the changes sweeping transportation with the rise of shared, electric and autonomous mobility. Our new air quality initiative is likewise taking shape to bring insights from the atmospheric science community to city leaders more quickly.

The following pages are a summary of our highlights from 2017-18, including optimizing sustainable urban transport, avoiding sprawl through smarter urban development and moving the needle on energy efficiency. These initiatives benefit residents, the economy and environment. At the same time, they hold enormous potential as solutions to tackle social inequality, address climate impacts and make equitable development possible.

We are pleased to share our progress with you, and thank our sponsors and partners for their commitment to this vital work.

Sincerely,

Aniruddha Dasgupta
Global Director,
WRI Ross Center for Sustainable Cities

BUILDING ON OUR STRENGTHS
To address the pace and complexity of urbanization in the 21st century, cities require unique, detailed strategies. That’s where our work begins.

WRI Ross Center’s new five-year strategy retains our core model of building from the ground up, hand-in-hand with cities, to catalyze larger change. We will continue to focus on solutions where we can offer significant expertise and impact, but we are also expanding our work to new areas to help cities adjust to changing dynamics—in Africa, for example, which is experiencing rapid urbanization. We are also testing the potential of big data, particularly in the new mobility revolution, to transform how cities work. We are launching a new air quality initiative to help all stakeholders understand this escalating global challenge, and we are helping cities tap new sources of financing for future projects.

Through international offices in Brazil, China, India, Mexico and Turkey, as well as projects across Latin America, Africa and Southeast Asia, WRI Ross Center seeks to transform how cities are built, managed and used. Our goal is to make them more compact, connected, coordinated and resilient, foster sustainable economic growth, and promote equity and inclusion. We focus our work on three central pillars:

- **Urban Mobility**: Our goal is triple zero: zero transport-related fatalities or serious injuries, zero emissions, and zero exclusion, with accessible and affordable transport for all. We aim to reduce the need to travel; shift toward shorter, energy-efficient trips, such as walking and biking; and promote mobility as a service, such as transit and ride-hailing.

- **Urban Development**: We will work to minimize the number of households on the outskirts of cities with poor access to basic services by helping to create more compact, mixed-use, mixed-income neighborhoods. These will be connected to nearby jobs, shopping, clinics and schools as well as green spaces and natural infrastructure.

- **Urban Efficiency & Climate**: We will help cities transition to low-carbon energy infrastructure through better building codes, clean and distributed energy resources, energy sourcing for electric vehicles, water efficiency, and waste-to-energy.

WRI Ross Center helps decision-makers in the public and private sectors identify and pursue key actions that will drive change for a more sustainable future. Our approaches include deep engagement, targeted engagement and catalytic engagement.

WRI Ross Center set a goal of improving sustainability in more than 200 cities by 2019. We have already surpassed this mark, influencing 370 cities through varying levels of engagement. The results of our actions, seen in areas facing complex and daunting challenges, underscore our belief that smart, sustainable solutions for growing cities are achievable. Furthermore, these solutions can provide inspiration and opportunity for other cities, ensuring that sustainability becomes a central tenet of future growth.
A highlight of our new strategy is a global alliance on new mobility that will be housed within WRI Ross Center. With the support of Stephen M. Ross, we will help cities understand and integrate technology-driven disruptions in urban mobility.

Advances in shared, electric and autonomous mobility are leading to the biggest, fastest transformation of how people move in cities since the invention of the horseless carriage. The implications are largely unrecognized, but have the potential to cause dramatic changes in the urban landscape.

A surge in single (or zero) occupancy vehicles could lead to more congested streets, higher CO2 emissions and plummeting support for public transit, all while the climate stabilization window closes. On the other hand, if coupled with thoughtful, proactive planning and policy, the rise of shared and autonomous travel presents us with an unprecedented opportunity to reduce congestion, the amount of urban space devoted to roads and parking, and the cost of travel for all residents. Without clarity of purpose and of voice, we will miss guiding the largest urban transformation in a century.

With this new initiative, we will work with partners to guide cities in how they respond to new transport options, which will impact urban mobility, development, energy, the environment, government finance and labor. Building on our engagement with Advisory Group Member Robin Chase and the Shared Mobility Principles for Livable Cities (supported by Shell Foundation), WRI Ross Center will work with policymakers, new mobility companies, cities and the public to create a common vision for how disruptions in mobility can be leveraged for good.
The core of WRI Ross Center’s strategy is supporting city-level change for people and the planet through three levels of engagement. Since 2015, we have influenced 370 cities.
**2019 Goal Targets:** Improve sustainability in 200+ cities via three tiers of engagement

Deep city engagement is characterized by the Center working closely with key stakeholders in a city over several years, from project inception to implementation, in multiple sectors.

Targeted engagement includes technical assistance on a key solution in one or more sectors. The objective is to establish or replicate a good practice via precedent-setting projects.

Catalytic influence involves broader efforts that can impact several cities. Approaches include short-term technical assistance, disseminating tools, and transferring knowledge and expertise through research, capacity building or conferences.
WRI Ross Center maintains long-term, ongoing engagements with five cities chosen for their demonstrated commitment to multi-year, multi-sector change. In each, we tailor our approach to local needs, focusing on projects with the greatest potential to improve the quality of urban life for all.

**MEXICO CITY, MEXICO**

Mexico City is the largest metropolitan area in the Western Hemisphere, with a population of more than 21 million. Building on 15 years of experience here, WRI Ross Center continues to consolidate public policy support, on-the-ground projects and the creation of technical capacity in mobility, urban development, energy efficiency and climate. We have also started to explore new themes through projects in green infrastructure and water. Notable impacts include:

**WATER AND TRANSIT PLANNING IN TACUBAYA**

Partnering with the Urban Development Ministry in Mexico City, WRI Mexico Ross Center has provided planning support for transport-oriented development and water management strategies in the Tacubaya district of the city. The pilot program will foster better urban water management and promote a denser, more connected model for development.

**QUALITY METROBÚS SERVICE**

Mexico City’s BRT (bus rapid transit) system, Metrobús, worked with WRI Mexico Ross Center on strategies to provide better information for system users. Enhanced access to information will allow riders to make better use of the system and increase its intermodality.

**GUADALAJARA, MEXICO**

Guadalajara is the second largest city in Mexico, with a population of 1.4 million. In 2017, our relationship with Guadalajara’s mayor allowed us to deepen our work in urban development and other sectors, and our long-term partnership with the government of Jalisco state has been crucial for the consolidation of our work on urban mobility. Notable impacts include:

**ROAD SAFETY POLICY**

After WRI Mexico Ross Center identified dangerous intersections that affected children’s safety in Guadalajara and Zapopan (in the metropolitan region of Guadalajara), both cities issued proposals for the improvement of hazardous crossings. For the first time, Guadalajara and Zapopan invested a total of MXN 71 million in road safety and safe crossings infrastructure.

**NATIONAL ENERGY CONSERVATION CODE FOR BUILDINGS**

To make Guadalajara’s local energy efficiency regulations for buildings consistent with the National Energy Conservation Code, WRI Mexico Ross Center supported the city in the review of its building regulatory framework. This work allowed Guadalajara to establish a regulatory framework for building efficiency as per the recently enacted national code.
BANGALORE, INDIA
Bangalore, the center of India’s high-tech industry, is the third largest city in India, with a population of more than 11.5 million. WRI Ross Center has been working with public and private stakeholders in Bangalore since 2008 on decisions involving resources, land use and infrastructure, including transport and energy. Notable impacts include:

STAMP
WRI India Ross Center’s Station Access and Mobility Program (STAMP), developed in partnership with the Toyota Mobility Foundation, is a data-driven platform that facilitates last-mile connections and improves access to mass transit stations. In 2017-18, the program incubated five start-ups offering last mile solutions, such as one-way scooter rental services, carpooling, auto-rickshaw booking apps and parking options; 35 percent of these pilot service users shifted from private transportation to metro and shared mobility services.

KARNATAKA VISION 2025 PLAN
WRI India Ross Center advised the government of the state of Karnataka on the urban development and transport chapter of Nava Karnataka Vision 2025, a comprehensive strategy expected to be implemented in the next five years. We contributed expertise on regional economic development, resilient growth strategies, governance and participation.

RIO DE JANEIRO, BRAZIL
Rio de Janeiro is the second largest city in Brazil, with a population of 7.4 million. WRI Brasil Ross Center is contributing to Rio’s integrated urban development strategic plan and fostering the implementation of safer and more accessible streets. Notable impacts include:

COMPLETE STREETS IN NITEROI
The city of Niterói relied on WRI Brasil Ross Center’s technical recommendations to design its first “complete streets” project. Implementation will improve access to an important transport hub, which serves 450,000 people daily and connects Niterói to Rio de Janeiro.

TRANSIT-ORIENTED DEVELOPMENT
The Metropolitan Chamber of Rio de Janeiro issued an Integrated Urban Development Strategic Plan, concluded in May 2018, that comprises transit-oriented development strategies in accordance with WRI Brasil Ross Center recommendations. The plan will foster better distribution of job opportunities and reduce commutes for more than 10 million inhabitants in 21 municipalities.

BELO HORIZONTE, BRAZIL
Belo Horizonte is the sixth largest city in Brazil, with a population of 2.5 million. Through an eight-year relationship with its urban planning and mobility secretaries, WRI Brasil Ross Center has fomented the development of better public transport and improvements in the quality of the service. Notable impacts include:

ELECTRIC BUS EVALUATION
WRI Brasil Ross Center is fostering the implementation of 25 electric buses in Belo Horizonte by 2019 by identifying technological, environmental and economic benefits, mapping possible funding sources, and collaborating with stakeholders. The strategy is expected to reduce the city’s CO₂ emissions by 20 percent by 2025.

EXPANSION OF BRT
Belo Horizonte plans to implement a third BRT corridor, expanding its integrated sustainable transit network according to transit-oriented development principles. With WRI Brasil Ross Center experts, the city continues to use bus corridors as a driver for development.
In 2016, recognizing that energy saving measures were vital to its future, Mexico announced adoption of a national building conservation code. WRI Ross Center and the Building Efficiency Accelerator (BEA), a global network of businesses, governments and NGOs, joined forces to adopt the code for Mexico City and develop an energy efficiency program for municipal buildings. By 2017, the city had formally adopted the new standards for private buildings and completed energy retrofits in four public buildings, with a goal of 30 percent of government buildings receiving improvements by 2030.

In Mexico City, the municipal government owns more than 2,400 buildings. These structures account for 18 percent of the city’s total energy consumption. But prior to last year, energy efficiency standards for city buildings had never been implemented in the capital district, despite the fact that they are one of the least expensive strategies available to decrease energy usage, lower greenhouse gas (GHG) emissions and boost economic development.
The program is a model that will reduce electricity consumption and help Mexico meet its national targets to reduce emissions under the Paris Climate Agreement. “The actions developed by WRI and WRI Mexico through the Building Efficiency Accelerator project have had a direct impact in the transformation of the sustainable building sector,” said Carlos Carrazco, director of the Alliance for Energy Efficiency.

WRI Ross Center and BEA helped Mexico City initiate the process by convening a series of five workshops and face-to-face meetings with more than 50 shareholders. With their input, experts created a bidding process for companies interested in carrying out energy audits. WRI provided guidance during the implementation of the retrofits and continues to monitors energy bills, which were used to establish the baseline.

Making just one percent of its municipal buildings energy efficient is expected to save Mexico City an estimated $17.7 million a year, decrease its energy consumption by 304 megawatt hours and reduce GHG emissions by 140 tonnes of CO₂ equivalent. To amplify the effort, the city is now working with WRI Mexico and the national government on a building challenge for the private sector to implement low-cost, energy saving improvements and retrofit structures. Participants will receive public recognition on their commitments, as well as technical assistance to achieve 20 percent energy savings within three years.

Taken in tandem, these actions will help to catalyze the market for energy-efficient products and services in the country, according to Ana Lepure, Mexico’s representative for the International Energy Agency. “The Building Efficiency Accelerator has helped to change how we think about building in Mexico,” she said.

Mexico City’s experience in inaugurating and expanding energy efficiency standards is already being utilized by the municipal government in Merida, Yucatan—a living demonstration of WRI’s theory of change. In the coming months, WRI Ross Center will share this model widely to encourage similar successes in cities across the world.
WRI Ross Center’s targeted engagement with cities across the world centers on focused technical assistance. This strategy allows us to enter new geographies in meaningful ways.

**TURKEY**

Eskişehir Metropolitan Municipality, with technical support from WRI Turkey Sustainable Cities, issued an energy efficiency policy to apply in all new public buildings. Application of the policy in a new neighborhood development project in Eskişehir is expected to reduce its CO₂ emissions by half.

To revive and rehabilitate Kemeraltı, its historic and economic center, the İzmir Metropolitan Municipality requested guidance from WRI Turkey Sustainable Cities on sustainable transportation options. WRI’s recommendations are now included in the city’s 2030 transportation master plan.

**MEXICO**

With local stakeholders, WRI Mexico Ross Center worked within the framework of Mexico’s national energy reform to build a model for sustainable social and economic urban development in Ciudad del Carmen. The framework focuses on better jobs, economic benefits and environmental protection.

Following a comprehensive technical, financial and legal review of the bus rapid transit system in Acapulco, WRI Mexico Ross Center delivered recommendations on actions to reduce financial risk, improve service and encourage coordination between the system’s public and private partners.
CHINA

In Suzhou, WRI China Ross Center used data from transit smartcards and bus GPS systems to optimize the city’s bus network and enhance the integration of bus and subway routes. WRI also worked with local partners to regulate the network’s operational expenses and improve cost efficiency.

With a strong assist from WRI China Ross Center for the past three years, Beijing implemented China’s first low-emission zone in September 2017. Daily emission reductions from the zone are equivalent to taking 10,000 diesel trucks off the road.

BRAZIL

Since 2015, Fortaleza has introduced low-speed zones and pedestrian improvements. It has also nearly doubled its bike-sharing network, and reduced traffic fatalities by 32 percent. WRI Brasil Ross Center provided support through capacity-building workshops, road safety audits, design recommendations and other interventions to boost project implementation.

In São Paulo, new road safety projects utilized best practices in safe design to reduce traffic fatalities and improve walking and cycling, such as the São Miguel low-speed zone. The city has now committed to develop its Vision Zero plan. WRI Brasil Ross Center has assisted with workshops, design recommendations and high-level stakeholder engagement.

INDIA

Demonstrating principles of safe design through the use of temporary materials, such as paints and barricades, has led to permanent changes to three intersections in Mumbai. Five more transformations are underway by WRI India Ross Center.

Through the Smart Streets lab in Telangana, an initiative that arose from a partnership between WRI India Ross Center, the IT Ministry of Telangana and D-Labs, two enterprises piloted data-driven solutions for road safety in Hyderabad.

Working with WRI India Ross Center, Kochi Metro Rail Limited became the first Indian agency to implement an open data initiative. Designed to improve access to metro services and enable innovations for commuters, the data sets have been already downloaded more than 300 times.

ETHIOPIA

WRI Ross Center is supporting African cities in implementing road safety interventions. In Addis Ababa, we helped to frame a common vision and financial plan between national and local agencies to redevelop several sites along the light rail transit line, following transit-oriented development principles.

COLOMBIA

In Cali, WRI Ross Center guided a successful funding proposal for a “green corridor” transit-oriented development project from the Nationally Appropriate Mitigation Actions facility, which will provide millions of dollars of public and private investment.
Within a month, Bhopal’s CharteredBike program registered over 12,000 users—one rider every 3.6 minutes—for its 500-bicycle fleet, and that number climbed to more than 20,000 in the first three months. A year later, the system has more than 30,000 members, with men and women equally represented. CharteredBike now records an average of five rides per bicycle per day.

The bike-share system’s popularity reflects three years of careful planning by city authorities, private operators and WRI India Ross Center experts on system design and station locations. It was further enhanced by the addition of 11 kilometers of dedicated bike lanes to improve rider safety.

“Several pilot bike-sharing project ideas had failed in the past, as the business case for cycle sharing could not be figured out,” explained Chandramauli Shukla, CEO of Bhopal Smart City Development Corporation. “WRI India Ross Center helped us structure a robust, sustainable business model to attract the private sector and stimulate innovation. Thanks to these provisions, we have successfully rolled out India’s first fully automated, low-cost bike-share system. We are keen to help scale this into a national initiative across India, encouraging private and public commitment.”

With 60 docking stations, the system links residents to other public transportation options, including Bhopal’s

Public bike-share programs, now operating in more than 200 cities worldwide, earn high marks from commuters and urban planners as effective, sustainable transit options. In June 2017, they made their debut in India. With support from WRI India Ross Center, Bhopal unveiled the country’s first fully automated bike-sharing system, and the response was remarkable.
bus rapid transit system. It provides first and last mile connectivity, a prime component of successful bike-share programs, by placing stations along highly-used routes and in major residential and commercial areas.

“Having the bike share station located right next to the bus stop makes it very convenient,” noted student Pankaj Malviya, a CharteredBike user. “My commute has been reduced from 45 minutes’ time to 20 minutes, and at 10 rupees a day, it’s very reasonable. And it’s a lot more fun.”

WRI India Ross Center began working with the Bhopal Municipal Corporation to improve its public transit system in 2014. As the bike share project evolved, planners focused on establishing partnerships between public and private entities, bringing together technology suppliers, financial institutions and city agencies to create the optimal environment for the launch. Accountability for the system’s operations and maintenance is shared by both the city authority and the private operator. Clearly defined service-level benchmarks with associated incentives guide progress.

In addition to easing urban traffic congestion, CharteredBike is helping to lower pollution. And as an added benefit, it’s popularizing bicycle use across the city. Bhopal plans to encourage the trend by building 55 more kilometers of dedicated bike lanes, another first for India.
Catalytic engagement involves broad efforts to scale our impact to multiple cities. Through short-term technical assistance, tools, research and capacity building, WRI Ross Center boosts the efforts of local officials and residents to meet a range of urban challenges. In 2017-18, we trained more than 8,700 participants in dozens of workshops around the world.

**COLOMBIA**
WRI Ross Center’s two-year collaboration with Colombia’s Energy, Environment and Transport Ministries focuses on the adoption of a national fuel economy standard that will reduce approximately 10 percent of the CO₂ emissions from the sector, equivalent to 600,000 cars taken off the roads for the next five years.

With the Pacific Northwest National Laboratory and Consejo Colombiano de Construcción Sostenible, the Building Efficiency Accelerator supported the city of **Bogotá** in instituting provisions for a performance-based building code to save energy and water, leading to the first implementation of national building efficiency guidance.

**MEXICO**
Twenty-three entities in Mexico joined to create the Mexican Association of Mobility Authorities, focusing on financing issues, fare policies, quality of service and road safety. WRI Mexico Ross Center assisted in the formation of an active community that supports a shift to more sustainable transportation models nationwide.

**TURKEY**
Supporting the Ministry of Environment and Urbanization’s work to make cycling a viable commuting solution in Turkish cities, WRI Turkey Sustainable Cities prepared sample bike infrastructure designs and provided training to 200 experts from across Turkey. Supplementary training for local governments is planned.
BRAZIL
During 2017, WRI Brasil Ross Center trained 346 technicians from 65 Brazilian cities to disseminate the “complete streets” concept and developed 11 complete street projects. In partnership with the National Front of Mayors, it also created the National Network for Low Carbon Mobility, a coalition of 11 cities committed to create and pilot sustainable complete streets projects.

Following a WRI-sponsored forum in São Paulo to discuss mechanisms for funding sustainable urban infrastructure investment in Brazil, international and national development bank representatives, private domestic banks, city leaders and technical experts have begun a network to explore long-term funding mechanisms.

INDIA
WRI’s Green Power Market Development Group, a corporate renewable energy buyers group aimed at building corporate demand and markets for renewable energy, expanded to Karnataka, Tamil Nadu, Maharashtra, Telangana and Gujarat. The five states’ renewable energy capacity is now more than half of their combined demand.

WRI India Ross Center supported the state of Gujarat in adopting a wastewater reuse policy mandating municipal corporations recover 20 percent of their wastewater. The new policy forces corporations to use newer technology for wastewater treatment, with the costs offset by lower consumption and sales of treated water to industries.

CHINA
Since 2013, WRI China Ross Center has worked in six Chinese cities to introduce circular economy approaches to capture previously wasted resources. With the adoption of China’s 13th Five-Year Plan in 2017, cities are required for the first time to recover energy and resources from sludge and wastewater treatment facilities.

THAILAND
Managing speed is the fastest and most cost-effective way to make streets safe for everyone and encourage walking and cycling. With support from the Bloomberg Initiative for Global Road Safety and the FIA Foundation, WRI Ross Center is helping Bangkok and other cities pilot speed management programs and scale them up to a city level.

India Vision Zero is a strategic engagement with state governments to reduce road fatalities in Haryana and Maharashtra. In Haryana, the work expanded to 22 districts and resulted in a 10 percent reduction in the rate of growth of fatalities in 2017.
In an ambitious national effort to provide shelter for its citizens, Brazil launched “Minha Casa, Minha Vida” (MCMV) in 2009, the largest social housing program in its history. Since then, MCMV has built more than 3 million homes across the country. But the program, despite its success in housing low-income families, generated unintended side effects.

The first developments, built on the far edges of cities, accelerated sprawl and exacerbated existing social problems. They were distant and disconnected from city centers, and lacked access to public transportation, urban facilities and quality public spaces. Brazilian planners hit reset, realizing that relocating thousands of people to distant, monofunctional (residential only) neighborhoods was an imperfect strategy.

In 2014, WRI Brasil Ross Center began a targeted engagement with CAIXA, the Brazilian development bank financing the MCMV program, to create a new paradigm for an MCMV project: a compact, connected and coordinated plan for urban development in Rio.
Grande. Unlike earlier efforts, this model championed public transport and non-motorized mobility. It promoted mixed-use zoning, and discouraged gated communities to promote urban integration and avoid gentrification.

Those recommendations took root in the town of Rio Grande, then blossomed when the national government updated the MCMV program in 2017. Brazil’s Ministry of Cities, acting on recommendations compiled by WRI Brasil Ross Center through consultations with six federal agencies, established new regulations and standards to require compact, connected plans for public housing. The new standards, mandated by federal law, will guide the design and construction of social housing in the future and extend to development, operation and maintenance.

Brazil’s commitment to a new approach for urban housing design proves the power of WRI Ross Center’s global strategy: to demonstrate a project’s effectiveness on the ground and then scale it nationwide. The capacity to conduct research, the engagement in pilot projects and close collaboration with local partners are crucial steps. Joaquim Goulart, president of Coopernova, a production, work and housing cooperative in Rio Grande, said that re-imagining MCMV in his city in 2014 was a process that took “two and a half years of much debate and conversation. We now have a different project, with good infrastructure and sidewalks. WRI’s knowledge and experience greatly expanded the idea of social coexistence in this space.” Moreover, the project demonstrated that a more livable, sustainable approach to development did not impose significant construction costs.

The MCMV project in Rio Grande has improved the quality of life for its 1,200 residents, according to Mayor Alexandre Lindenmeyer. “People who are low-income earners have the right to live well and close to the city center,” he said. “I believe this project is a model of housing quality—people can clearly see that low-income families deserve a good place to live. I envision that projects like this could have a multiplier effect, something that all of us could be proud of in the future.”

As cities face the challenge of providing services to an ever-growing population, new strategies and policies can forge vibrant, livable communities. For Brazil, weaving new housing into the existing urban fabric is a strong step toward that goal.
Launched in November 2011, Transit Metropolis aims to mitigate emissions and congestion in Chinese cities. The largest low-carbon urban transport demonstration program in the world, it uses national-level policies, legislation, standards and guidelines to shape China’s urban growth and public transport development. Its goal is to realize a 50 percent modal share of public transport by the end of 2020.

WRI China Ross Center, with support from the Children’s Investment Fund Foundation and others, has served as a technical partner to the Transit Metropolis program from the outset and was the first international organization invited to partner with China’s Ministry of Transportation on national policy development. Our progress to date is an example of catalytic engagement in action. We work closely with the Ministry of Transportation and China Academy of Transport Science, advising on policy as well as on-the-ground projects to expand the program’s scope and accelerate its impact.

In 2017, our policy initiatives yielded impressive results in the form of the latest Five-Year National Transit Metropolis Work Plan. The plan more than doubled the size of the original program, adding 50 demonstration cities to the 37 already designated. It now covers one-third of China’s urban areas and will directly benefit nearly 490 million citizens with improvements in mobility and accessibility.
“It’s been a great experience working with WRI,” said Wang Xianjin, vice president of the China Academy of Transport Science. “WRI’s advanced international expertise, aligned with local pilot experience, constitutes a strong boost to the national Transit Metropolis demonstration program.”

In keeping with our strategy of catalyzing change through many levels of engagement, WRI Ross Center complements national policy action with targeted technical assistance to cities. In China, we work directly in four locations—Zhuzhou, Kunming, Suzhou and Guiyang—to demonstrate projects that can be adopted on a national level. The most successful of these are designated as best practices by the Ministry of Transport and shared as models among the other 80+ cities. In Zhuzhou, for example, a city of 1.2 million, we joined with local partners to design a BRT system, beginning with field surveys to inform planning and design. When it opens, the 28.4-kilometer, $200-million project will serve more than 400,000 people daily.

WRI China Ross Center has also helped to encourage sustainability in Zhuzhou’s new, 200-bus fleet by providing a thorough review of electric bus operation costs and risk management. In addition, we are working to align the new BRT system with Zhuzhou’s recently-opened autonomous rail rapid transit line. “By consolidating various modes of transportation, we’re establishing an integrated public transit solution,” noted Yang Weiguo, mayor of Zhuzhou.

It’s estimated that by 2030, the practices enabled by the Transit Metropolis program will lower China’s greenhouse gas emissions by at least 180 million metric tonnes, reducing local air pollution, alleviating health problems and contributing to global climate goals.
As a key part of our updated strategy, WRI Ross Center is focused on scaling impact through partnerships and coalitions. We recognize that incremental changes are not enough: there must be systemic changes worldwide. By actively convening coalitions of government and corporate leaders, planners and civil society groups, we are shaping the crucial processes that determine how cities will grow in the decades to come.

WRI Ross Center coordinates the Building Efficiency Accelerator (BEA), a public-private collaboration within the Sustainable Energy for All initiative that helps local governments take action to improve their buildings. This global platform encourages and highlights city accomplishments and connects peers through regional and global events.

The BEA includes 34 local governments and more than 40 global partner organizations and businesses. Each city that joins the group commits to implement three building efficiency actions: a demonstration project, a policy and a method to track progress. These actions are the foundations for continued efficiency improvements, reducing costs, emissions and risks while improving residents’ health and economic opportunities.

Since 2015, BEA has:
- Reached 253 cities with BEA resources
- Obtained 47 commitments on building efficiency action from 25 cities
- Hosted 9 global or regional events, with over 300 participants
- Convened more than 18 local events, meetings and workshops in partner cities, with over 500 participants
- Held 21 webinars, with over 1,000 participants from 121 countries

buildingefficiencyaccelerator.org
The Coalition for Urban Transitions is a major global initiative to support national governments in strengthening national economic productivity, climate safety and social inclusion by putting their cities onto a low-carbon path. It is a rapidly growing collaboration between over 40 research institutes, city networks, intergovernmental organizations, investors, infrastructure providers, strategic advisory companies and NGOs to provide the best evidence, cutting-edge policy ideas and analysis for national governments. The focus is on rapidly urbanizing countries looking to meet their 1.5-degree Paris commitments and 2030 Sustainable Development Goals. It is a special initiative of the New Climate Economy, funded by the UK Departments for International Development and Business, Energy and Industrial Strategy, and jointly hosted and managed by WRI Ross Center for Sustainable Cities and the C40 Cities Climate Leadership Group. In the past year, the Coalition has published eight groundbreaking research papers, established country programs in Tanzania, Ghana, Mexico, and China, and founded an Urban Leadership Council to help guide and champion its work.

LATEST PUBLICATIONS:
- The Economic and Social Benefits of Low-Carbon Cities: A Systematic Review of the Evidence
- Building Thriving, Low-Carbon Cities: An Overview of Policy Options for National Governments
- Global Review of Finance for Sustainable Urban Infrastructure

coalitionforurbantransitions.org

The Financing Sustainable Cities Initiative (FSCI) is a partnership between WRI Ross Center and the C40 Cities Climate Leadership Group, funded by the Citi Foundation. It helps cities accelerate and scale-up investments in sustainable urban solutions through the development of innovative business models. In 2017, WRI Ross Center launched a suite of online tools to help cities in these pursuits. To date, the FSCI has led progress in a variety of sectors: financing for transit-oriented development in Brazil, a bike-sharing system in Bogotá, and electric buses in Los Angeles. The FSCI also plans to offer finance labs with focused technical support and continue expanding online training opportunities.

financingsustainablecities.org

WRI Ross Center is a member of the Transformative Urban Mobility Initiative (TUMI), a program of the German Federal Ministry of Economic Cooperation and Development (BMZ) that offers technical and financial support on mobility for 1,000 leaders worldwide.

transformative-mobility.org

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We need to shift from doing better to doing enough. This will require a greater sense of urgency, and coalitions of like-minded leaders willing to make disruptive changes, so that solutions become irreversible and inevitable. WRI will support such leaders.

ANDREW STEER, PRESIDENT AND CEO, WRI
WRI Ross Center combines robust research and analysis with on-the-ground change to scale our impact. We produce knowledge products and tools to help assess and measure challenges. Through publications, workshops and events, we recommend solutions that are timely, fit for the audience and rooted in a strategic plan to make positive change in the world.
Getting the right knowledge, tools and expertise to the right person at the right time is critical to solving urban challenges. Recognizing this complex reality, WRI Ross Center is devoting more resources to capacity building for urban professionals.

Building on our CityFix global brand, TheCityFix Learn offers a catalog of easy-to-digest learning products designed for city officials, urban practitioners and stakeholders exploring key solutions for urban sustainability. The web platform, supported by Shell Foundation, the Arconic Foundation and TUMI, is a hub for tailored learning guides, webinars, and training events that draw from our experience supporting the implementation of projects on the ground and creating customized learning experiences for different audiences and needs.

A learning guide on cycling infrastructure, for example, teaches six key design principles using a set of digital cards, and a multi-part webinar series on transit-oriented development in India introduces basic concepts and strategies.

The Financing Sustainable Cities Initiative (FSCI) offers a suite of tools to help cities understand financing possibilities, and how to accelerate investments in sustainable urban solutions. A new web platform provides access to a catalogue of more than 150 investments in more than 80 cities and gives decision-makers tools to conceptualize a project from the ground up.

financingsustainablecities.org
STATE-LED ALTERNATIVE MECHANISMS TO ACQUIRE, PLAN AND SERVICE LAND FOR URBANIZATION IN INDIA
Looking beyond conventional compulsory land acquisition, this document describes six state-led mechanisms to acquire, plan and service land in India along with land value capture techniques.

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STRENGTHS AND AREAS OF IMPROVEMENT OF THE MECHANISMS
COMPARATIVE ANALYSIS OF THE LEGAL ASPECTS
LAND FOR PUBLIC PURPOSES
Six Alternative Mechanisms to Acquire, Plan and Service Land for Urbanisation in India
Introduction: The Need to Acquire Land
Scoping of the Research
Background: Interest in Alternatives and
Reform

Rapidly urbanising Indian cities need mechanisms to acquire, plan, and service land along with land value capture techniques.

Looking beyond the conventional practice of compulsory land acquisition, this document describes six state-led mechanisms to acquire, plan and service land in infill contexts and equity and efficiency derived from a literature review.

Such mechanisms should help government agencies recover part of the costs; share financial risks with land owners and private developers; and provide models to states.

Although no one mechanism can be used universally, these mechanisms can be adapted across different contexts with modifications.

Although no one mechanism can be used universally, these mechanisms can be adapted across different contexts with modifications.

Recommendations are made to strengthen the mechanisms.

THIS WORKING PAPER BENCHMARKS BRT SYSTEMS IN CHINA AGAINST INTERNATIONAL STANDARDS, IN ORDER TO IDENTIFY AREAS THAT NEED IMPROVEMENT. IT SURVEYS 59 CITIES (18 IN CHINA) AND 21 COUNTRIES.
WORLD RESOURCES REPORT: TOWARDS A MORE EQUAL CITY

This series of research papers and case studies, part of WRI’s flagship World Resources Report and supported by the U.K. Department of International Development and others, examines whether providing equitable access to core urban services and infrastructure, like housing, water, sanitation, energy, and transportation, leads to more economically productive and environmentally sustainable cities.

PORTO ALEGRE: PARTICIPATORY BUDGETING AND THE CHALLENGE OF SUSTAINING TRANSFORMATIVE CHANGE
The first case study in the series examines transformative urban change in Porto Alegre, Brazil, through the lens of participatory budgeting. The research focuses on whether and how transformative change has taken place in the city between 1990 and the present.

INCLUDING THE EXCLUDED: SUPPORTING INFORMAL WORKERS FOR MORE EQUAL AND PRODUCTIVE CITIES IN THE GLOBAL SOUTH
A small but growing number of cities are adopting more inclusive approaches to informal workers and this offers important lessons for cities that seek a more equal, productive and environmentally sustainable future.

POWERING CITIES IN THE GLOBAL SOUTH: HOW ENERGY ACCESS FOR ALL BENEFITS THE ECONOMY AND THE ENVIRONMENT
Energy is fundamental to economic productivity and livelihoods, and cities have a major role to play in how it is provided and consumed. This working paper outlines solutions that can both address the needs of the urban underserved and provide economic and environmental benefits to the whole city.

CONFRONTING THE URBAN HOUSING CRISIS IN THE GLOBAL SOUTH: ADEQUATE, SECURE AND AFFORDABLE HOUSING
Lack of adequate, secure and affordable housing is a global urban crisis. This working paper recommends three critical actions cities can take, including a more participatory approach, without relocation; expanding rental markets; and converting under-utilized land.
Urban transformation is more important than ever, and often goes unnoticed beyond its immediate environs. With the generous support of Stephen M. Ross, the first annual WRI Ross Prize for Cities was launched in 2017 to celebrate transformative projects that have ignited citywide change and inspired others.

Transformative projects change the form and function of urban economies, the environment and communities. They open our eyes to new possibilities by overcoming bottlenecks, leveraging investments, or offering new and scalable approaches to solving well-known problems.

More than 190 applications have been received from more than 115 cities around the world. From these, five finalist projects will be chosen for the $250,000 WRI Ross Prize in Fall 2018, and one winner will be announced in April 2019 by a world class jury.

Jury members to date include Stephen M. Ross as the chairman, Sir David Adjaye, Jean Liu, Jim Umpleby, Marinela Servitje, Lord Norman Foster, Rahul Mehrotra, Sheela Patel, Steve Strongin and Yousef Al Otaiba.
WORKSHOPS
WRI Ross Center workshops focus on technical principles and solutions, and emphasize the importance of designing from a people-oriented perspective. Attendees discuss, analyze and develop strategies for real-world scenarios and take away an understanding of collaborative planning and decision-making with multiple stakeholders. In 2017-18, we trained more than 8,700 participants in dozens of workshops around the world.

FLAGSHIP EVENTS
TRANSFORMING TRANSPORTATION
Washington, DC, United States
January 2018’s 15th annual Transforming Transportation conference, highlighting global opportunities and emerging transport innovations, featured 100+ speakers and moderators and welcomed 800+ attendees and 6,000+ online live-stream viewers.
transformingtransportation.org

CONNECT KARO
New Delhi, India
Connect Karo serves as a platform for the best ideas on Indian urbanization, focusing on transport, land use, air quality, housing and energy. Its sixth edition in April 2018 focused on “thriving cities, prosperous countries.”
connectkaro.org

INTERNATIONAL CONGRESS OF CITIES AND TRANSPORTATION
Mexico City, Mexico
Now in its 13th year, the International Congress of Cities and Transport (Congreso) promotes sustainable urban mobility as a fundamental axis for the development of cities. The October 2017 conference focused on “changing cities.”
ciudadesytransporte.org

LIVABLE CITIES SYMPOSIUM
Istanbul, Turkey
The Livable Cities Symposium brings together city government and private sector officials to share best practices from Turkey and the world and explore how cities can implement global commitments. The fifth edition of the conference in October 2017 focused on the New Urban Agenda.
yasanabilirsehirler.org

WRI AT WORLD URBAN FORUM 9
Kuala Lumpur, Malaysia
At WUF9, we held a special half-day event with the Coalition for Urban Transitions and C40 on the critical link between national and local policymaking. India’s Minister of Housing and Urban Affairs Hardeep Singh Puri announced The Global Housing Technology Challenge, and the Kuala Lumpur Declaration echoed many of our focal areas.
wuf9.org
Globally recognized city leaders and urban experts contribute their expertise and influence to WRI Ross Center’s work through the Advisory Group. The group meets annually to provide high-level strategic guidance and connections to key partners. In 2017-18, they strengthened our engagement with new cities and advanced new initiatives across the world.

**Stephen M. Ross** served as the Honorary Chair of WRI Ross Center, providing strategic guidance and philanthropic support to enhance the Center’s visibility. He also served as Chairman of the Jury for the inaugural WRI Ross Prize for Cities and was instrumental in developing our new mobility initiative.

**Rohit Aggarwala** presented as part of WRI’s WRR Seminar Series.

**Robin Chase** partnered with WRI Ross Center and other organizations to develop the Shared Mobility Principles for Livable Cities, explained them during a WRI-organized press call, and supported the development of a video on them which was shown during WRI’s Spring 2018 Board Meetings. She also worked on a new initiative on technology-driven disruptions in mobility to be housed at WRI, and served as a panelist at Transforming Transportation 2018.

**Dirk Messner** collaborated with WRI Ross Center’s Urban Development team on an IKI proposal to support new projects.

**Mark Watts** was an active supporter of the Building Efficiency Accelerator and the Financing Sustainable Cities Initiative, and collaborated with WRI Ross Center technical teams on several vehicle-efficiency events.

**Jamshyd Godrej** gave the opening address at Connect Karo 2018, and welcomed partners at a lunch during the conference.
Sam Parker met with WRI Ross Center’s team in Addis Ababa to conduct discussions on current projects and engagement on road safety and transportation issues in Africa. He connected WRI Mexico and IDB to jointly establish the Innovation for Mobility project in Mexico. In his role with Shell Foundation, Sam co-organized workshops in Nairobi and New York to connect mobility-focused investors and entrepreneurs. He also received a media delegation organized by WRI China to discuss ultra-low emission zones and air quality.

Janet Sadik-Khan, in her role with NACTO, partnered with WRI on several initiatives under the Bloomberg Initiative for Global Road Safety.

Ede Ijjasz-Vasquez led the World Bank’s partnership with WRI on the Global Platform for Sustainable Cities (GPSC), including co-hosting a GPSC-focused event.

Marcio Lacerda supported the creation of the Low Carbon National Cities Network to focus on developing “complete streets” in 11 Brazilian cities, and connected WRI Brasil Ross Center with Mayor Jonas Donizette, the current president of the National Front of Mayors.

Clay Nessler was co-convener of the Building Efficiency Accelerator, to which he also serves as a Senior Advisor.

Gino van Begin served on the Building Efficiency Accelerator’s Steering Committee.

Shirley Rodrigues received delegations organized by WRI China from the Beijing Transport Commission to discuss London’s practices on low-emission zones, and from Chinese media to discuss ultra-low emission zones and London’s air quality strategy.
CURRENT FISCAL YEAR:
We have planned a $28 million budget for FY18 for various activities that support further development of WRI Ross Center. As of June 2018, over $28.6 million has been committed and raised from various donors.

FUTURE:
We are introducing new streams of funding, including European Union support and investors, as a strategy to diversify our funding base and to reach our goal of $40 million annually by 2022.

STRATEGY:
Our goal is to expand our mission and work in new geographic areas, gaining broader visibility for our work, collaborating with new partners and receiving wider support from funders.
Budget allocation by geographies

Contribution and total budget (%)

*In-country: Funds raised independently by country offices.
**Other funders: Short-term grants or grants of smaller amounts.
In addition to the donors listed here, WRI Ross Center is also supported by in-kind contributions from numerous partners.

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EXPLORE
Our free resources—online at wrirosscities.org and in print—provide objective, fact-based analysis of the latest information on urban sustainability. WRI Ross Center’s family of blogs, TheCityFix, is available online at thecityfix.com and is a great introduction to our work.

DONATE
We welcome support from governments, foundations, companies and individuals who share our belief that we can protect the planet and improve people’s lives. To learn more or make a donation, please contact Nikola Sobot at +1 646-897-9492 or nikola.sobot@wri.org.

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