

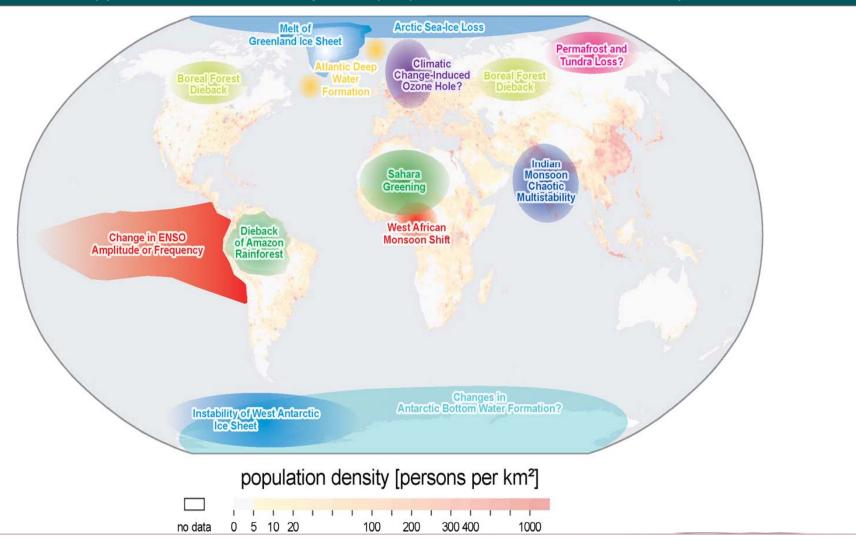
### The scale of the problem - threats

IPCC now estimating c. 4 degree C by 2100

Global temperature change (relative to pre-industrial) 5°C 0°C 1°C 2°C 4°C Food Falling crop yields in many areas, particularly developing regions Possible rising yields in Falling yields in many developed regions some high latitude regions Water Significant decreases in water Small mountain glaciers Sea level rise availability in many areas, including disappear - water Mediterranean and Southern Africa threatens major cities supplies threatened in several areas **Ecosystems** Extensive Damage Rising number of species face extinction to Coral Reefs Extreme Rising intensity of storms, forest fires, droughts, flooding and heat waves Weather **Events** Risk of Abrupt and Increasing risk of dangerous feedbacks and Major Irreversible abrupt, large-scale shifts in the climate system Changes

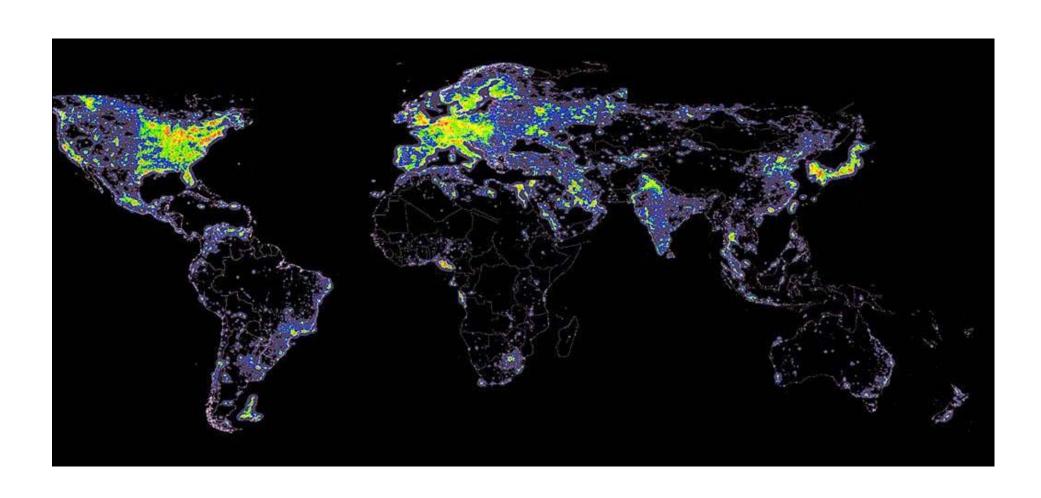
### Map of policy-relevant tipping elements in climate system

(updated from ref.: Lenton, Timothy M. et al. (2008) Proc. Natl. Acad. Sci. USA 105, 1786-1793)



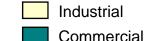


# Cities are responsible for 75% of the world's CO, emissions and 75% of resource use



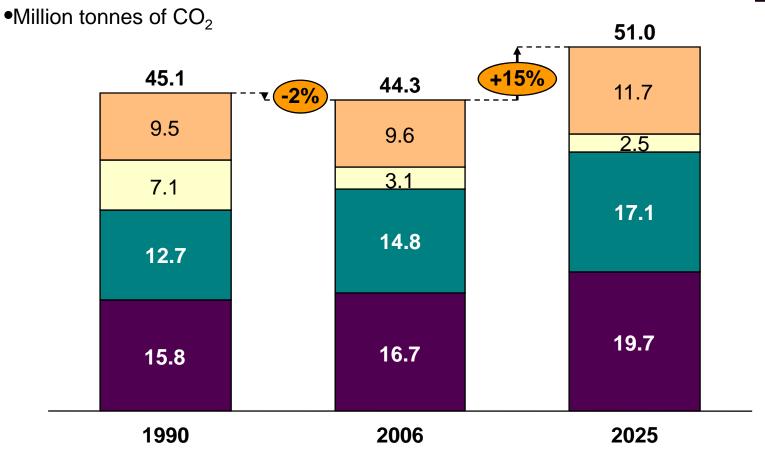
### London's CO<sub>2</sub> emissions are projected to rise between now and 2025





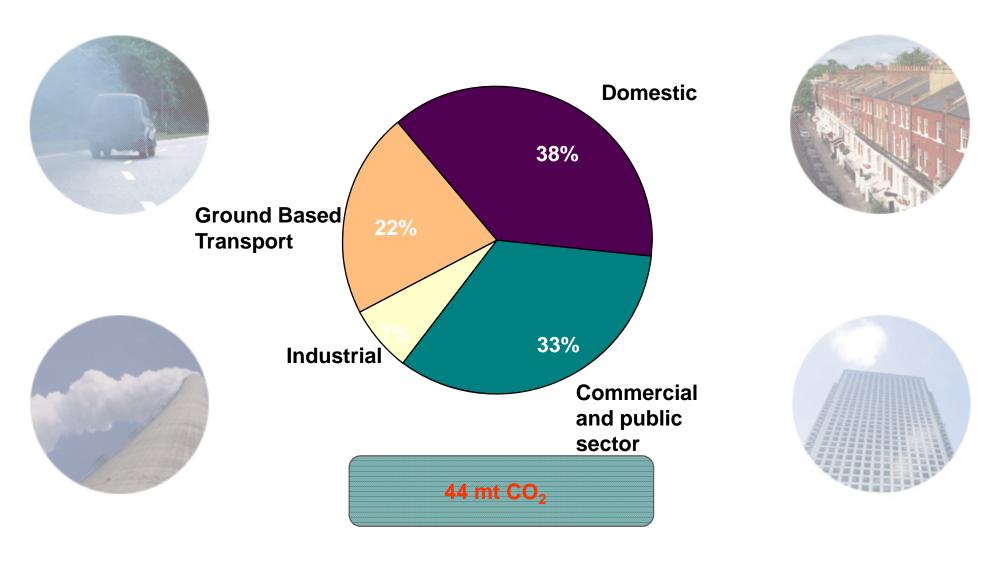
**Domestic** 

Ground based transport



LONDON CLIMATE CHANGE ACTION PLAN

# London CO<sub>2</sub> emissions (excluding aviation = + 23 m.t. CO<sub>2</sub>) 2006



**LONDON CLIMATE CHANGE ACTION PLAN** 

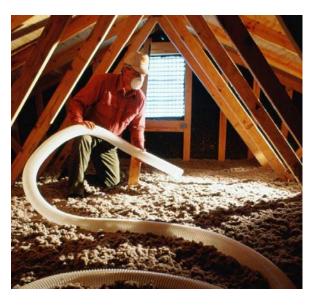
### Simple, beneficial emission cuts – why doesn't everyone do?!



Simple behavioural change by all Londoners could reduce CO<sub>2</sub> emissions by 2.3 million tonnes and cut fuel bills



If all light bulbs were energy efficient,
London would save
575,000 tonnes of
CO<sub>2</sub> and £139 million
per year (2006 prices)



Major reductions from home insulation and help solve fuel-poverty in 4-500,000 homes in London

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# The power of personal choice - same car, twice the CO<sub>2</sub>





• Cost: £16,500

• 132 grams CO<sub>2</sub> /km



VW Golf 3.2 litre petrol engine

• Cost: £25,000

255 grams CO<sub>2</sub> /km

### The challenge – turning aspirations to be greener into actions that matter

- In UK, people now believe a sustainable home is: modern (90%); attractive (72%); hitech (79%); fashionable (78%); good value for money (72%)
- BUT while 90% of people broadly accept the science, and 70% say they are willing to change – ONLY 20% are changing carbon behaviour slightly (buying local food, recycling, driving car less) and only 5% changing significantly

Sources: Ipsos-Mori 2007; Energy Saving Trust 2007

### The biggest block to behaviour change ...

As long as it is cheap, convenient and legal to waste carbon and natural resources, then that is what the great majority of individuals, households and companies will do ... at work, home and play.

# Changing carbon-heavy behaviour ultimately means changing ...

- Attitudes
- Values
- Beliefs
- AND MARKETS

#### What doesn't work ....

- Endlessly highlighting problems of environmental degradation and unsustainable behaviour
- Facts and figures on their own data is not enough
- Moralising and exhortations
- Official pronouncements about what should be done, without a low-carbon enabling policy framework (regulations; fiscal support; planning guidelines; procurement)

#### So, what does work ...

- Laws and Regulations to ban/restrict unsustainable behaviour
- Polluter Pays Levies and Charges if revenues are recycled into low carbon solutions (infrastructure, technologies, products)
- Financial Incentives grants, discounts, rewards for low carbon choices and behaviours + procurement
- Focused Advice and Assistance programmes that are convenient to access for user, and help navigate a muddled market-place
- Widely available information on problems, causes and solutions especially when help individuals, families companies in short-term
- Exemplar Best Practice 'seeing is believing'
- Partnerships across public, private, domestic and voluntary sectors
- Respected Champions local, professional, celebrity, political, business
- Coordinated and demonstrable international action between companies, communities and countries

### Action Today to Protect Tomorrow: The Mayor's Climate Change Action Plan



### Approach to developing the London CCAP

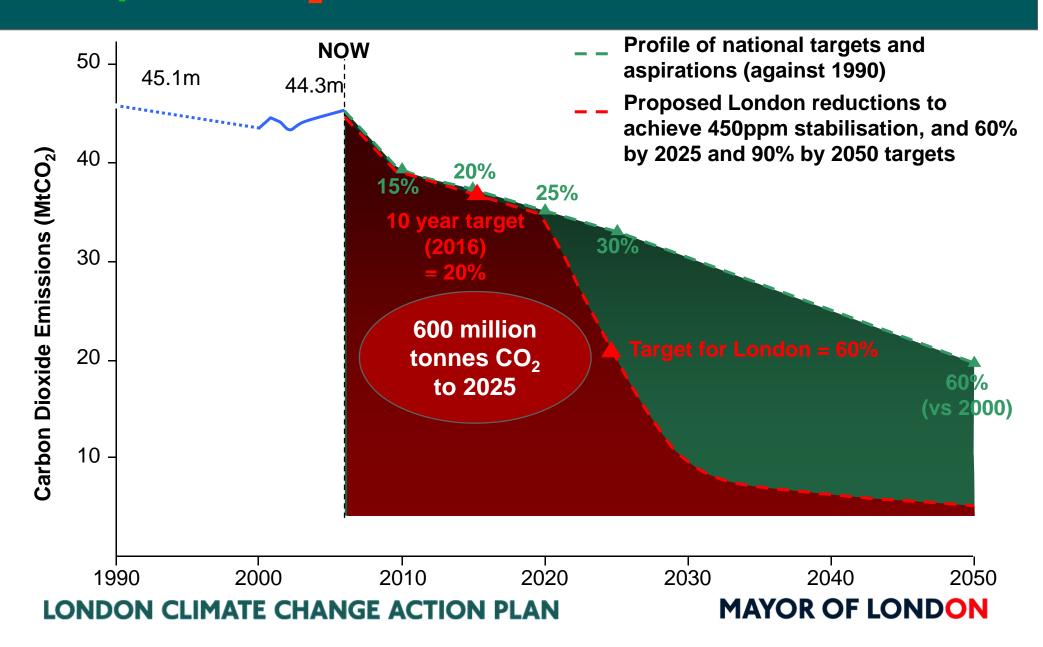
- 1. Baseline: London's 1990 and 2006 CO2 footprint
  - 2. <u>Future emissions</u>: What will London's emissions be under 'business as usual'?
    - 3. <u>Targets</u>: What CO<sub>2</sub> reductions are needed for London to play its role in stabilising global temperatures?
      - 4. <u>Quantified actions</u>: How can London deliver these targets?
        - 5. <u>Cost/benefit</u>: At a high level, what would the actions cost and what will be the CO<sub>2</sub> benefits?
          - 6. <u>Implementation</u>: What do we need to do to make this happen?

## London Climate Change Action Plan: an enabling framework

- 1. Create Partnerships between public, private, voluntary and domestic sectors
- 2. Integrated cross-sector action in energy, waste, transport, buildings
- 3. Create the conditions for businesses, communities and families to act
- 4. Maintain standards of living (and improving for poorer families and communities)
- 5. Best science-driven targets and a long-term perspective
- 6. Deliver needed economic and social benefits many skilled and low-skilled jobs ... inward investment ... lower resource/running costs for households and companies ... carbon trading to keep The City as premier global financial ... economic efficiency, innovation and modernisation ... better public health ... higher quality of life ... a cleaner, more liveable city

**LONDON CLIMATE CHANGE ACTION PLAN** 

#### Required CO<sub>2</sub> reductions



### Programmes to help Londoners + businesses change behaviour and reduce emissions

1. Green Homes Programme

2. Green Organisations Programme

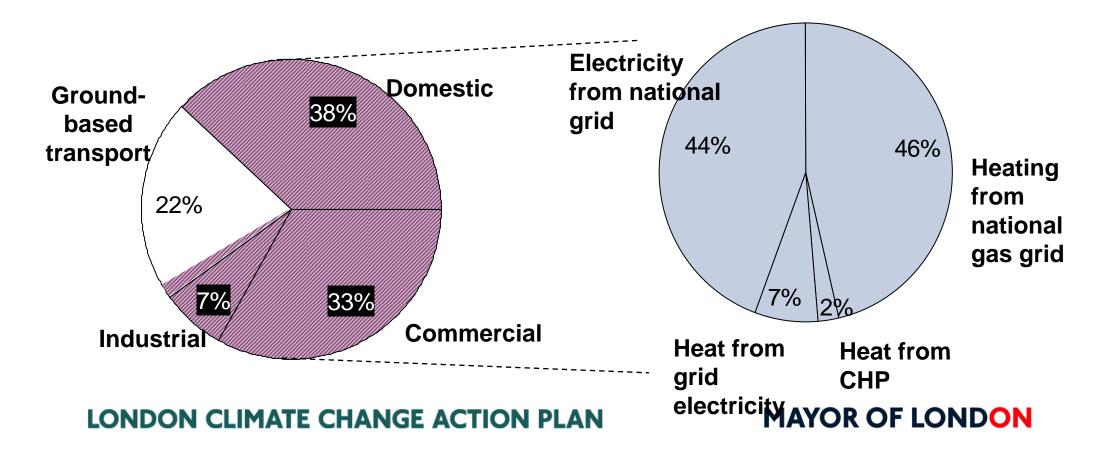
3. Green Energy Programme

4. Green Transport Programme

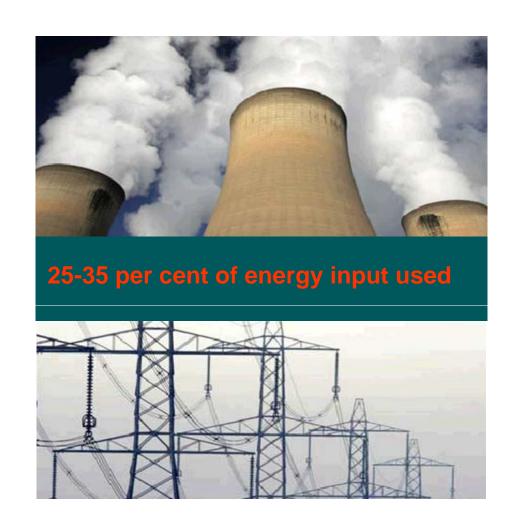
#### Where emissions come from: energy supply

- 2006 emissions from all sectors, excluding aviation
- 100% = 44.3 million tonnes CO<sub>2</sub>

- 2006 emissions from energy supply
- 100% = 34.7 million tonnes CO<sub>2</sub>



# Cheaper and more efficient: decentralised energy

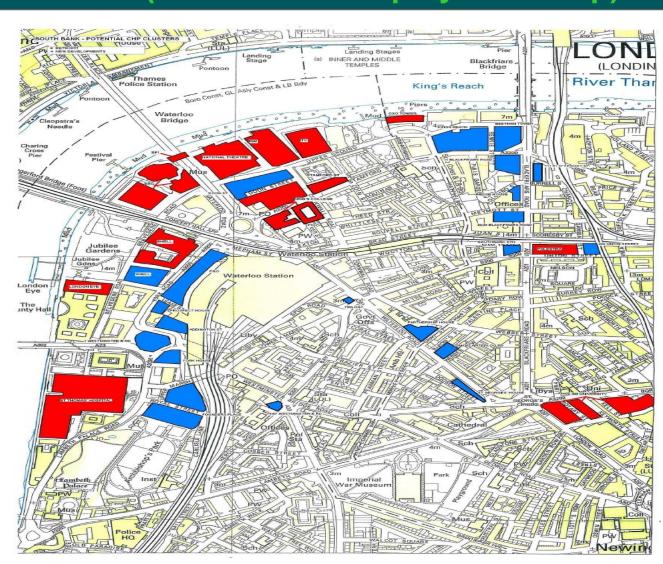




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## Mapping London's commercial waste heat loads – LDA CHP Initiative: SBEG (South Bank Employers Group)

- One of first 5 commercial CHP schemes from LDA project pipe-line rolling out across London
- Proposed SBEG developments:
- 2,000 hotel rooms
- 3.28m ft sq offices
- 30,000 ft sq retail
- 1,800 dwellings
- 11 Existing loads, including: Guy's, Shell building, IBM etc





### **Use existing decentralised technologies/products** – ITS NOT MAGIC to cut emissions e.g. Combined Heat and Power

Like a car engine – provides rotational power....but also lots of heat.

Electricity generated and used in building or sold to grid

Heat used in building or exported to a district heating network (and adapt for cooling buildings too)







### Using existing technologies – solar thermal and solar tiles

Typical system comprises:

Collector

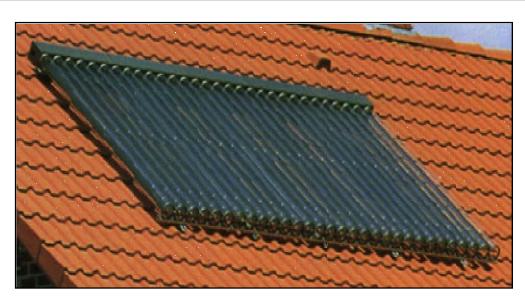
Fluid (water & antifreeze)

Heat exchanger

Control system (temperature sensor & pump)

Will provide around 50% of year round DHW - no power or space heating

Domestic installation - £3,500







#### Wind – onshore and off-shore

#### 220kW turbine

Electricity provision: 85 houses or 5 primary schools

Height: 36m

Cost: £550-700k

#### 6kW turbine

Electricity provision: 3.5 houses or 20% of a primary school

Height: 9m

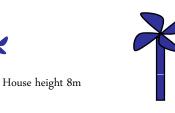
Cost: £15-18k

#### 400W turbine

Electricity provision: 20% of a

household Height: 2m

Cost: £1500-2000



#### 1.5MW turbine

Electricity provision: 1200 houses or 75 primary schools

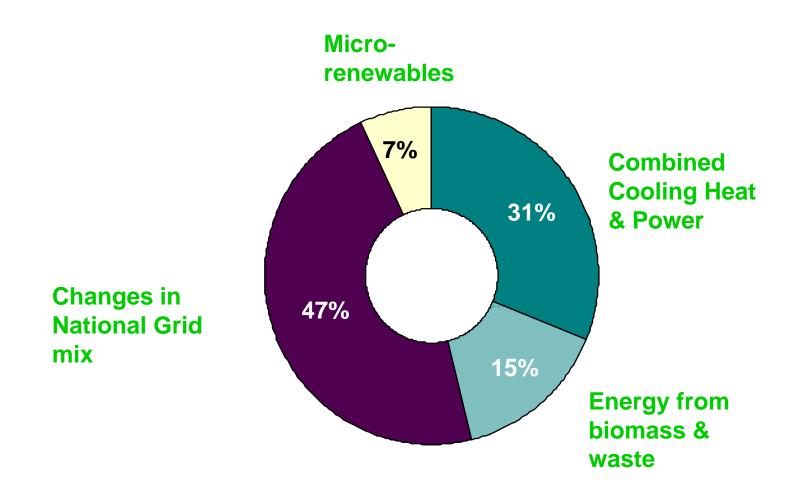
Height: 65m

Cost: £1-1.5 million

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### Sources of savings from energy supply

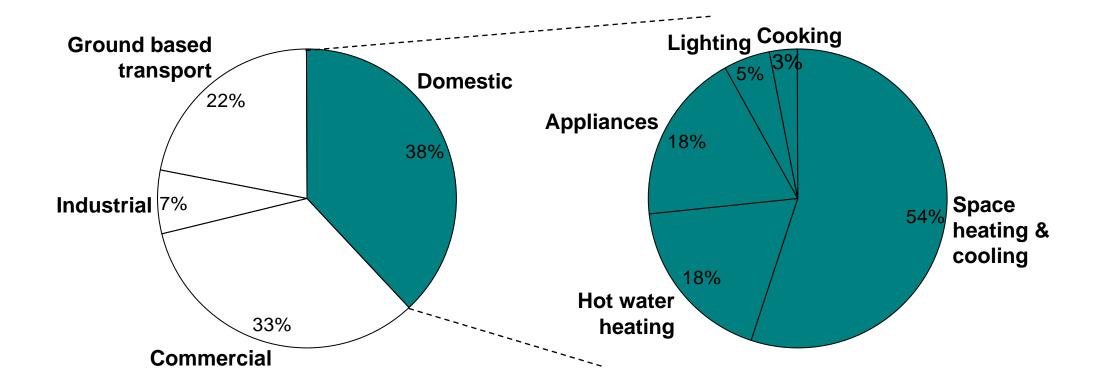




#### London's CO<sub>2</sub> emissions from domestic sector 2006

- All sectors, excluding aviation
- 44 million tonnes CO<sub>2</sub>

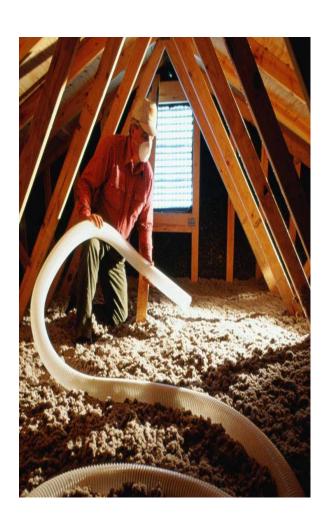
- Domestic sector
- 17 million tonnes CO<sub>2</sub>



### Home insulation campaign











## London incentives - cut price + FREE home energy services

- Cut price loft and wall insulation (1 year payback)
- Available to every home that can benefit across London
- Free to those on benefits and targeting pensioner households
- Partnering with Faith, Charity and Community groups (diverse London and global village outreach)

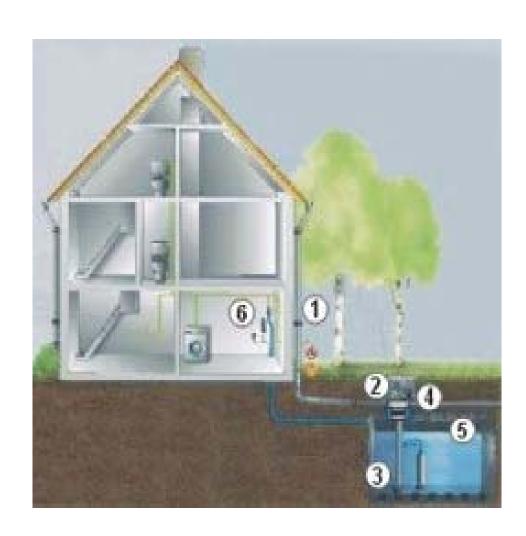


#### Real world financial gains NOW

Taken together, these measures will save the average London household around

£300 each year off energy bills

# Not only energy - rainwater recycling and saving water







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### A One Stop Shop – The Green Homes Service programme

**GREEN HOMES PROGRAMME** 

£7m 2007/8



PROVIDE INFORMATION

3 EXECUTE/ DEVELOP THE SUPPLY CHAIN

Issue

 Not aware how their homes contribute to CO<sub>2</sub>, or that they can do anything about it  Not sure what they should do about it, or who they should get to help them with it  Can't overcome the inertia/hassle factor, don't have the funds, inadequate supply of skilled tradesman to perform the work

Initiative

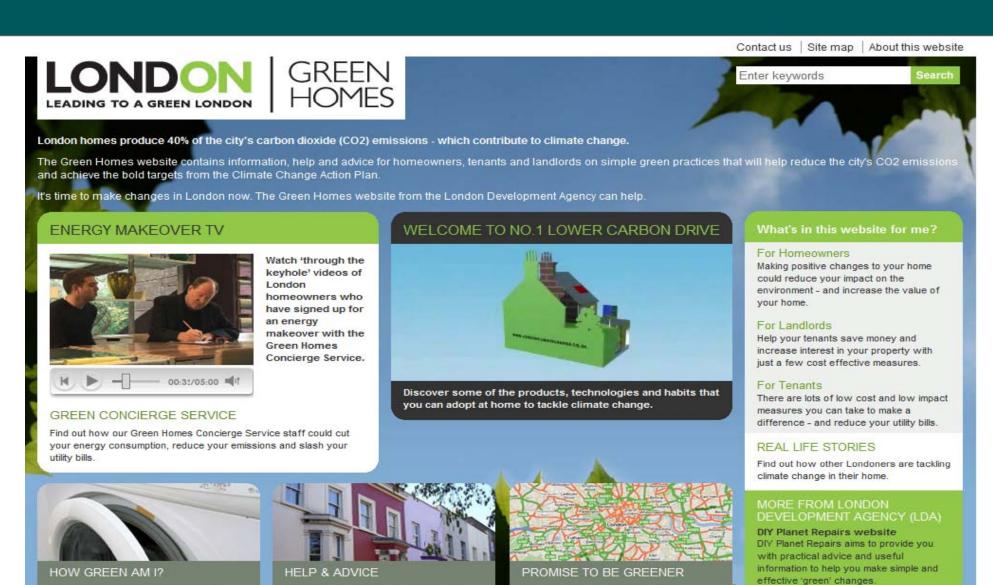
1. Marketing and behavioural change campaigns (all consumer segments)

- 2. Advice service (all consumer segments)
  - Web portal
  - Phone
  - Face to Face counters
  - Promotions with private sector

- **3. Concierge service** (owner occupiers, able-to-pay)
- 4. Social housing and fuel poor programme (non able to pay/fuel poor)
- 5. Skills training (all sectors)
- 6. House Purchase and refurbishment initiative (owner occupier, able to pay
- 7. Green Landlord initiative (privately rented)
- 8. Influencing government (lobbying programme)

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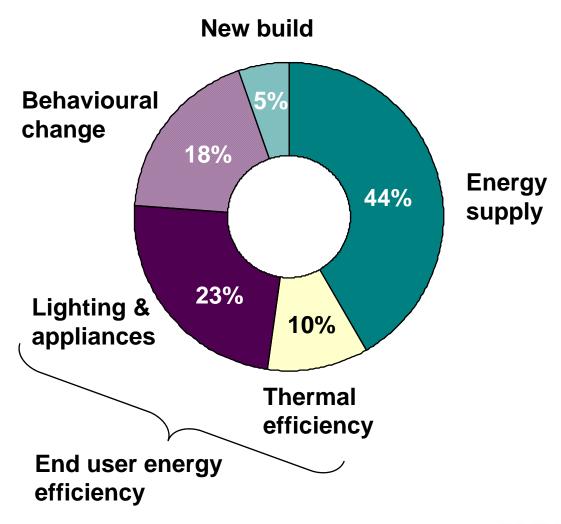
#### www.londonclimatechange.co.uk/greenhomes







### Sources of carbon dioxide savings from existing homes



### Seeing is believing – BedZED '0' carbon estate







#### BedZED

Located in Wallington, South London, BedZED comprises 100 homes, community facilities and workspace for 100 people

http://www.bioregional.com/programme\_projects/ecohous\_prog/bedzed/bedzed\_h pg.htm

http://www.zedfactory.com/background/background.html

Key features of BedZED include: \*South facing homes that maximise warmth from the sun \*300mm insulation in external walls and roofs compared to \*the standard. 50mm \*Triple-glazed windows to further reduce heat loss \*A Combined Heat & Power plant that provides electricity \*and hot water for BedZED. This is fuelled by woodchips \*from waste timber that would otherwise be sent to \*landfill \*A \*Living Machine 1 that recycles wastewater for use in \*flushing toilets and irrigation \*Wind cowls with heat exchangers on roofs to provide a \*passive ventilation system \*A green transport plan that promotes walking, cycling \*and the use of good local public transport links. A car \*club for residents is now fully established at BedZED \*Photovoltaic panels that provide clean electricity to \*power on-site as charging points for electric vehicles \*Kitchens fitted with the latest energy saving appliances.

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### Exemplar developments: Gallions Park – LDA first '0' carbon estate

#### **Gallions Park ESCo Solution**

- Up to 250 new homes proposed.
- Code for sustainable homes level 4 overall, but level 5 for energy.
- Buildings to have a thermal mass of 19, therefore they are warm in winter and cool in summer.
- The development incorporates a biomass CHP boiler, providing energy and power on-site.



### The LDA Green House in Trafalgar Sq. – December 2007



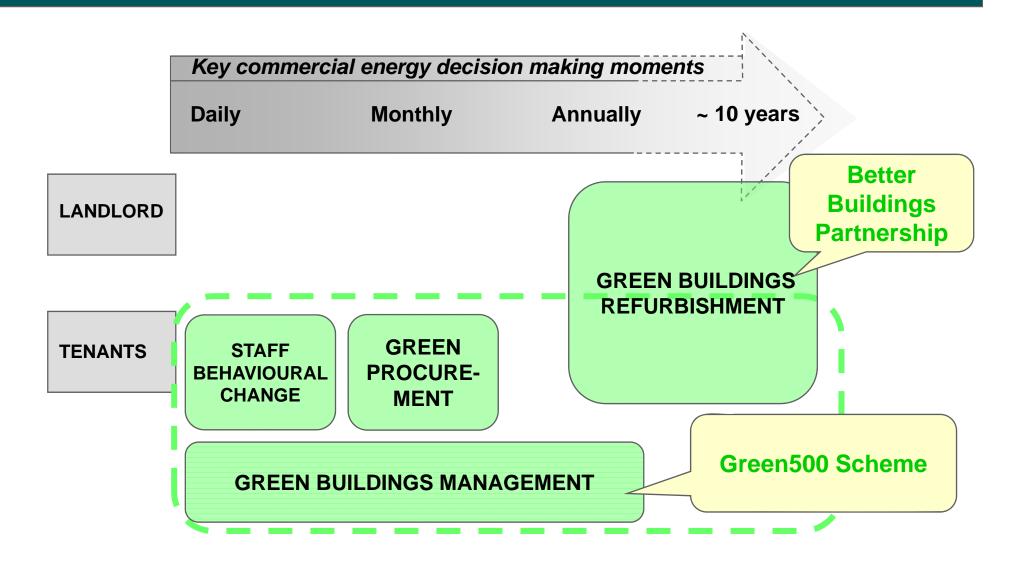
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### The LDA Green House – inside ...



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#### Green organisations/business programmes



### **Better Buildings Partnership**



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### Green 500, Better Buildings Partnership

#### www.londonclimatechange.co.uk/greenorganisations

About this website

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LONDON

## GREEN ORGANISATIONS

Enter keywords

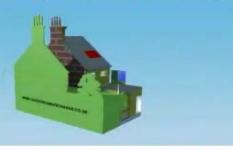
The message for all organisations is clear; it's crucial that we take action now to tackle climate change. London's response to the climate challenge has been to champion significant and immediate action.

London Green Organisations is the Mayor's premiere business facing initiative.

This website incorporates the new services, information and advice, tools and case studies that the Green Organisations programme offers - demonstrating how organisations like yours - can really make a difference.

It's time to make changes in London now. The Green Organisations website can help.

#### WELCOME TO NO.1 LOWER CARBON DRIVE



Discover some of the products, technologies and habits that you can adopt to tackle climate change.

#### **INFORMATION & ADVICE**



#### NATURAL HISTORY MUSEUM

Find out how the Natural History Museum is going to save over 2,000 tonnes of CO2 emissions per



#### BENEFITS OF BEING GREEN FOR

Read how SMEs can put themselves ahead of competitors, increase profits and reduce costs by adopting green measures.

#### SMES



BETTER BUILDINGS PARTNERSHIP

#### What's in this website for me?

#### For Small/Medium Organisations

Green Organisations supports London SMEs looking to take action on climate change and adopt greener practices to identify services designed to help.

#### For Large Organisations

Find out how the London Development Agency's Green Organisations programme can help large businesses reduce their carbon footprint.

#### LONDON CLIMATE CHANGE AGENCY

The London Climate Change Agency has been set up by the Mayor to help reduce carbon dioxide emissions from London. It is a commercial company wholly owned, controlled by and housed in the London Development Agency. The work of the LCCA is a key part of the Mayor's commitment to making London a sustainable world city.

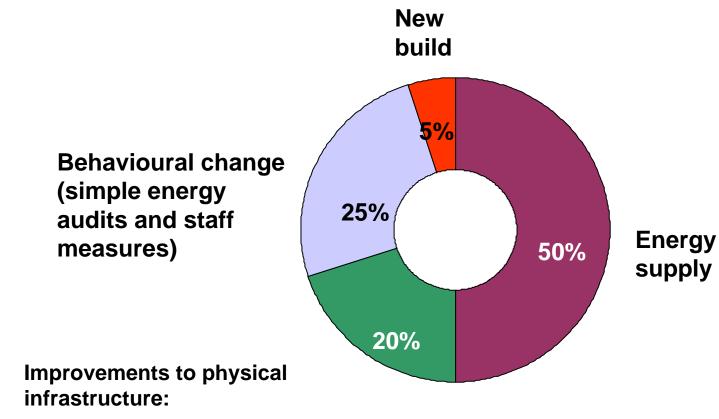




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## Sources of savings in the commercial and public sector

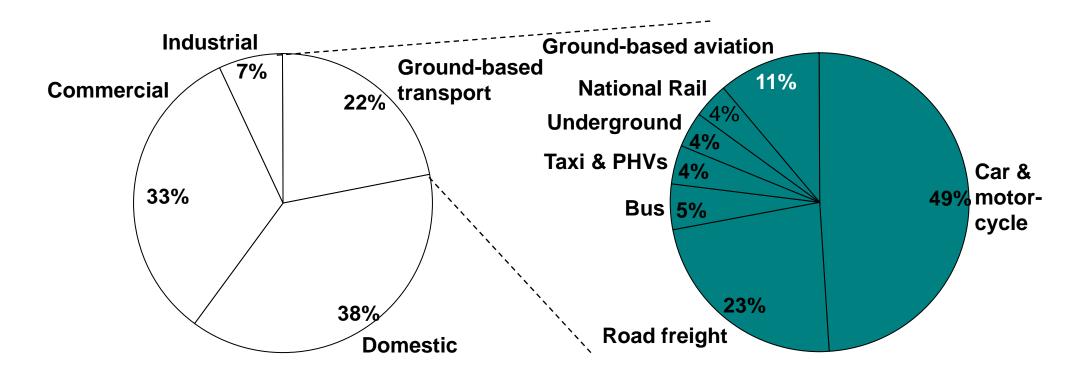


- Building fabric
- Other operating efficiencies

### London's CO<sub>2</sub> emissions transport sector 2006

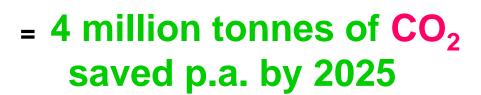
- •All sectors, excluding aviation
- •44 million tonnes CO<sub>2</sub>

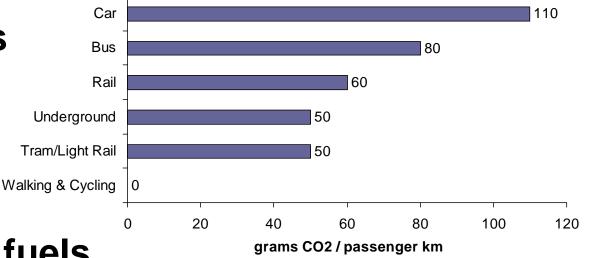
- Transport sector
- •100% = 10 million tonnes CO<sub>2</sub>



#### **Green Transport Programme**

- 1. Changing the way Londoners travel
- 2. Operating vehicles more efficiently
- 3. Promoting lowercarbon vehicles,
  infrastructure and fuels





### **London Hydrogen Partnership**

- In February 2006, the Mayor announced the London Hydrogen Transport programme, which aims to introduce 70 new hydrogen vehicles into London ten of these vehicles will be buses.
- Work also on Hydrogen infrastructure for London
- Report published in 2007 on potential for waste to hydrogen routes in London



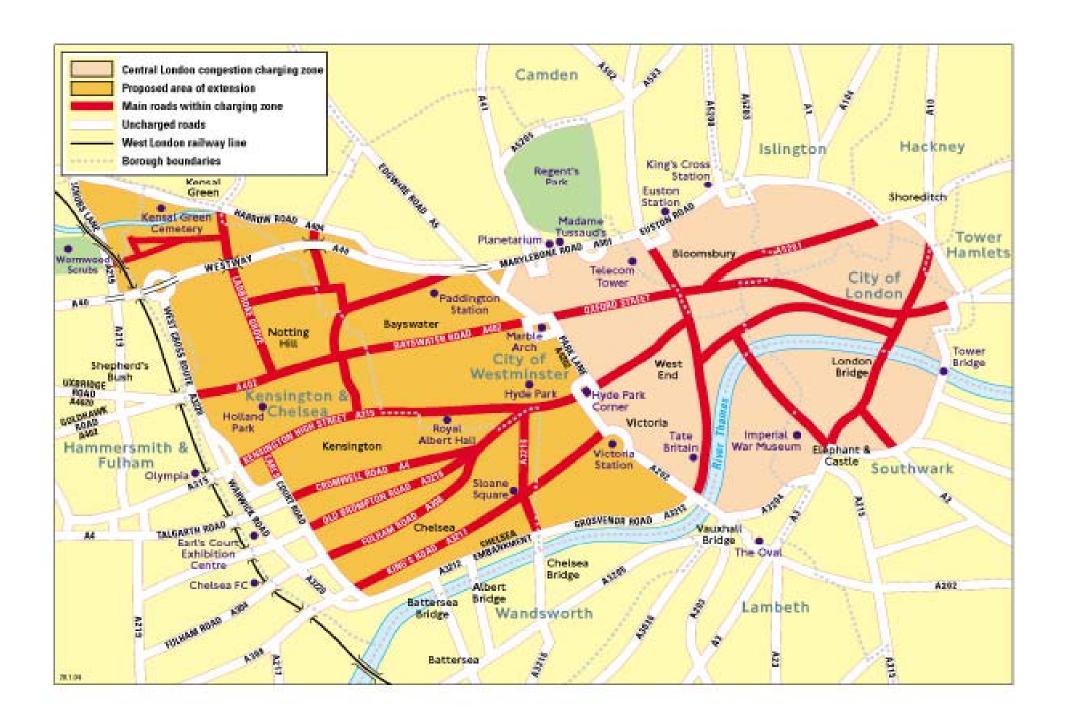
#### LONDON HYDROGEN PARTNERSHIP

### Congestion charging and behaviour changes

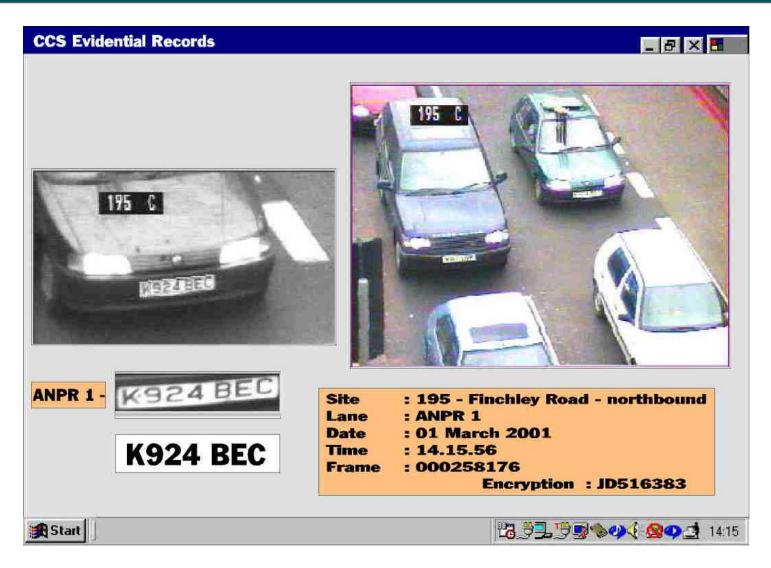
- carbon pricing works (if revenues recycled into alternatives!)







#### Camera enforcement - no 'free riders'!



# Impacts of congestion charging - Traffic changes

- → Traffic delays inside charging zone down 30%
- Traffic continues to be successfully managed on boundary route
- Traffic entering the charging zone down 18%
- No significant adverse traffic impacts outside the charging zone

# The majority of ex-car users have transferred to public transport

- → The reduction in car trips into or through the zone is around 60,000 per charging day
- 20/30% of this reduction is car journeys diverting around the zone

- → 50/60% of the reduction is drivers transferring to public transport
- → 15/25% of the reduction is drivers transferring to other forms of transport

## **Environmental gains: emissions reductions and modal shift**

- 1. 13% NOx and 15% PM10 emission reductions in zone
- 2. 16% less CO2 emissions
- 3. 20% savings in fuel consumption
- 4. Net revenues of £123 million in 2006/7 for 'green' public transport schemes
- 4% shift from cars to public transport, cycling and walking
   only global city to have achieved such a modal shift

### Cashless carbon friendly travel



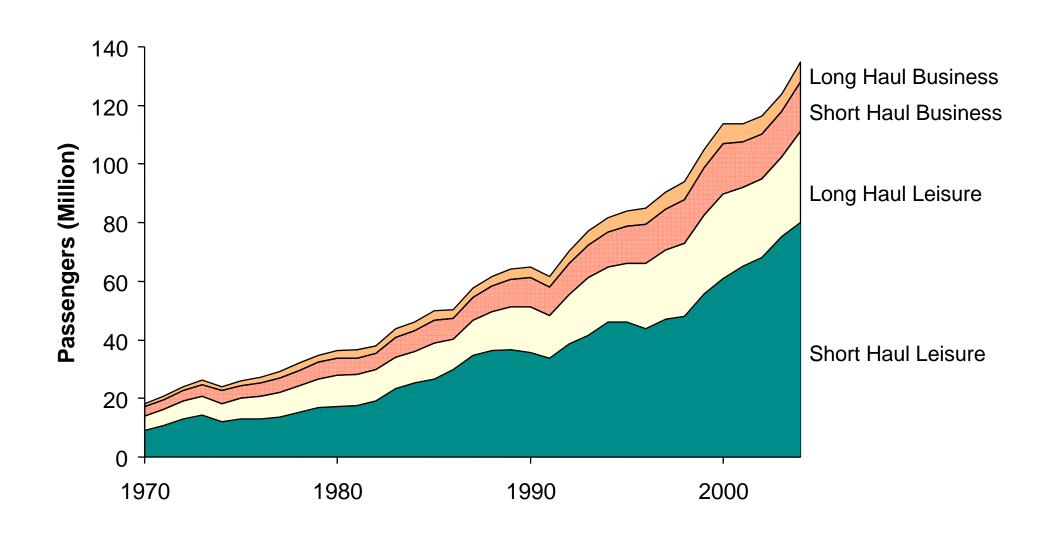
# The Future? Possible options for transport carbon pricing

- Oyster polling shows a very positive public response. Current discounts include FREE travel for kids in school and for Old Age Pensioners
- Possibilities to add other carbon-cutting incentives to travel during less busy periods, and integrate with the congestion charge and road pricing, in order to optimise the use of the combined public transport and road networks throughout the day. For example:
- 1. for people who travel off-peak (not during the rush hours) or if you decide to work from home one or more days a week. ITC allows this type of finely targeted discounting
- 2. tie in with other types of commercial operation such as purchases of zero-low carbon technologies and home products (e.g. micro-renewables like solar or hybrid or hydrogen fuel-cell car purchases) which may count as reward points for even lower fares.
- 3. Offer vouchers for buying a bicycle or purchasing green household products
- 4. For cyclists who have never owned a car may provide cash in their pockets

### **Aviation**



### Rapid unsustainable growth in aviation



## London action to reduce aviation emissions

- Seeking to influence EU and international aviation policy
- Working with the aviation industry to implement efficiencies on the ground and in the air
- Challenging the need for further runway expansion at UK airports
- Educating Londoners and advocating alternatives to air travel
- Leading by example train and essential flights only (+ carbon offsets)

### Sources of 60% CO<sub>2</sub> reductions by 2025

#### PRELIMINARY NUMBERS

## Contribution to overall reduction

- Existing homes
- Existing commercial activity
- New build
- London's energy supply
- National energy supply
- Transport



13%





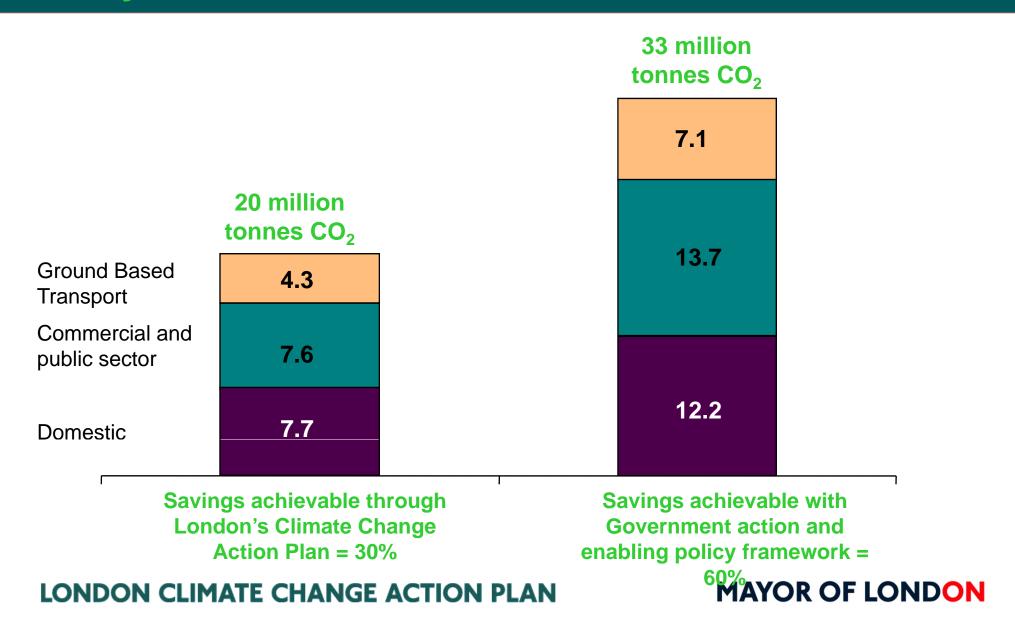




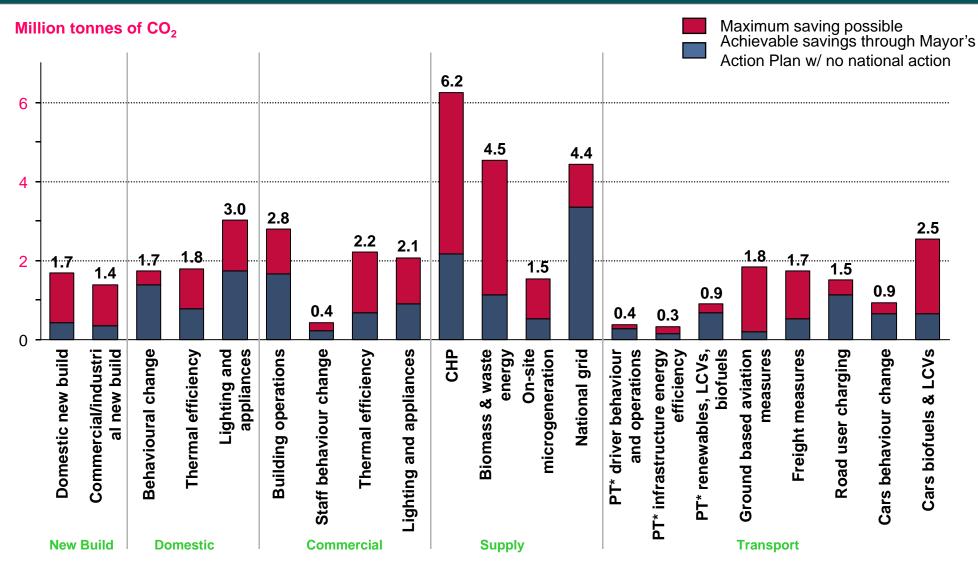
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# Sources of London annual CO<sub>2</sub> reductions by 2025



## Overall CO<sub>2</sub> savings by sector and measure



\* Public transport, i.e., underground, buses & coaches, national rail LONDON CLIMATE CHANGE ACTION PLAN

# Government action – new framework for 60% CO<sub>2</sub> cut by 2025

- Carbon pricing (mandatory cap-and-trade emissions market, including air travel; carbon tax)
- Regulatory and fiscal change to encourage and incentivise decentralised energy/waste networks (CCHP + bio-gas from waste streams)
- Incentives and penalties polluter pays taxation + hypothecation
- Planning and policy support for rapid shift to renewable power (e.g. wind, wave, tidal, solar) and energy efficiencies
- Statutory CO<sub>2</sub> reduction targets, based on best science
- Trade-able national and company (and personal?) carbon allowances



### Imperatives to successfully change carbonheavy behaviour

- 1. Long-term strategy with best science targets and policy drivers to transform markets to value zero/low carbon
- 2. Enabling policy framework of 'carrots and sticks' for companies and citizens
- 3. Cheaper, more convenient and integrated low carbon solutions
- 4. Exemplar zero-low carbon/waste developments and projects
- 5. Comprehensive information, advice and audit programmes for households and companies
- 6. Verifiable, coordinated and effective international action
- 7. Partnerships between sectors public, private, domestic, voluntary
- 8. Integrated changes across economic sectors especially financial, energy, transport, waste, buildings
- 9. Leadership political, professional, personal.

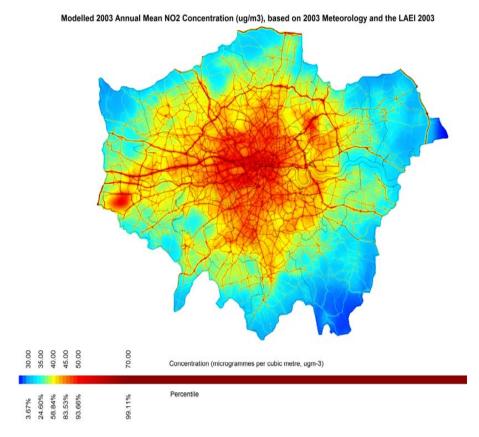
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• Slides that follow briefly cover: air pollution and climate change impacts; green tourism; and, the C40 initiative.

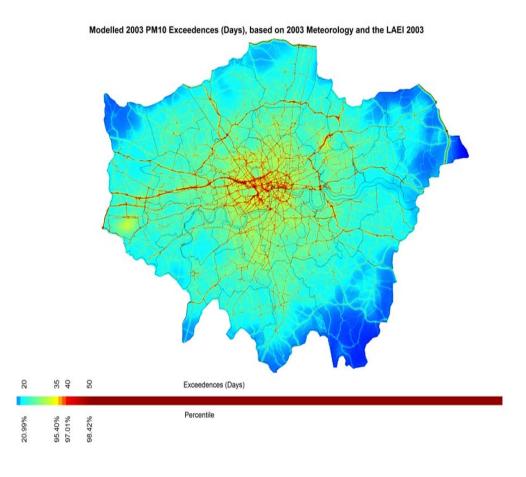
### Air quality and health in London

- Air pollution in London has caused the UK to breach European health based standards.
- 1,000 premature deaths estimated annually in London from particulate (PM<sub>10</sub>) pollution + 1,000 plus hospital admissions with serious respiratory and other pollution related ailments
- Poor air quality reduces our life-expectancy by 8 months
- Air pollution worsens respiratory and cardiovascular conditions, including asthma
- New legislative approaches to air pollution control also consider population exposure
- Air pollution contributes to and is affected by climate change



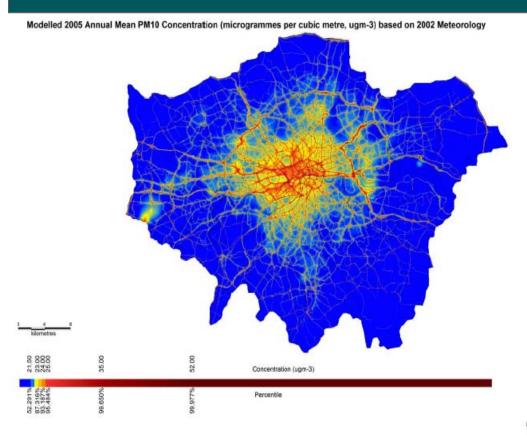
## NO<sub>2</sub> pollution in Greater London in 2003

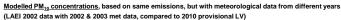
## PM<sub>10</sub> pollution in Greater London in 2003

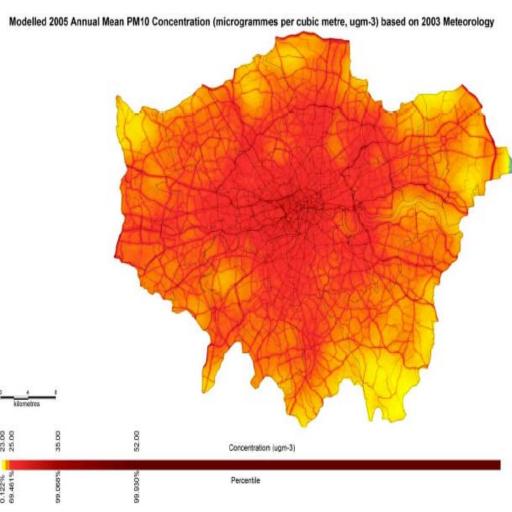




## Interactions between climate and air quality – e.g. high temps exacerbate road and airport pollutant health impacts









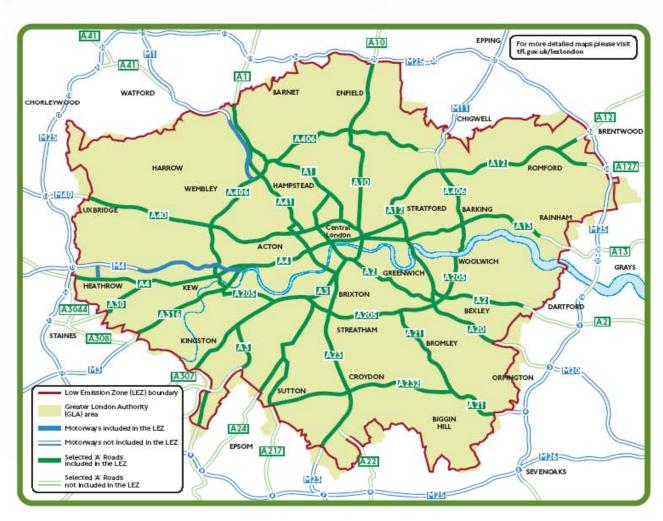
#### **London - A Low Emission Zone**

## Where will the Low Emission Zone operate?

The Low Emission Zone (LEZ) covers most of Greater London, following the Greater London Authority boundary. In some places the LEZ deviates from this boundary in order to allow for suitable diversion routes and turnaround points.

All roads, including certain motorways within the LEZ boundary are included. The M25 motorway is not included in the LEZ (even where it passes within the boundary).

Please note that if your chosen route takes you through the central London Congestion Charging zone, you may need to pay the Congestion Charge in addition to any LEZ charges. Visit cclondon.com for further details.



#### **London's Low Emission Zone**

Designed to improve air quality by discouraging the most polluting vehicles from entering London's streets

- Lorries, coaches and buses must meet Euro III from 2008 and Euro IV from 2010
- Large vans and minibuses must meet Euro 3 from 2010
- Option to upgrade, fit abatement equipment or pay daily charge
- Range of health benefits:
  - gains in life expectancy
  - reductions in premature deaths
  - reductions in hospital admissions
  - reductions in respiratory problems
- Reduce the area where the daily PM<sub>10</sub> objective is exceeded by 7% in 2008 and 16% in 2012
- Reduce the area where the annual NO<sub>2</sub> objective is exceeded by 4% in 2008 and 16% in 2012



### Walkit.com + airTEXT – empowering people



#### Central London Boroughs

- Inclusion of air quality information on walkit.com
- Enable users to select the least polluted route



#### Consortium of London Boroughs & GLA www.airtext.info

- Free phone alerts and health advice when air pollution is predicted to be moderate or high.
- Launched London-wide in March 2007
- 80% of users found airTEXT helped them manage their symptoms better & reduce their exposure to air pollution







# Visit London's 10 point environmental action plan (1)

- 1. Encouraging environmentally positive behaviour by visitors (e.g. Green London Guide; VL website; London 2012 Strategy for Tourism)
- 2. Promoting public transport, cycling and walking (e.g. working with Transport for London the Oyster card)
- 3. Endorsing and promoting good practice amongst tourism businesses through partner work, awards and green tourism business scheme (e.g. The Annual Green Tourism Award; Green 500 business scheme with LDA; Partner cities programme Delhi, Mumbai, Shanghai, Stockholm)
- 4. Securing BS 8555 accreditation for our own office performance (e.g. VL Office Green Champions programme)
- 5. Promoting and marketing sustainable London through partnerships with train operators and Eurostar (e.g. said promotions to use alternatives to short and medium haul flights where possible, including for visitors and VL/GLA staff)

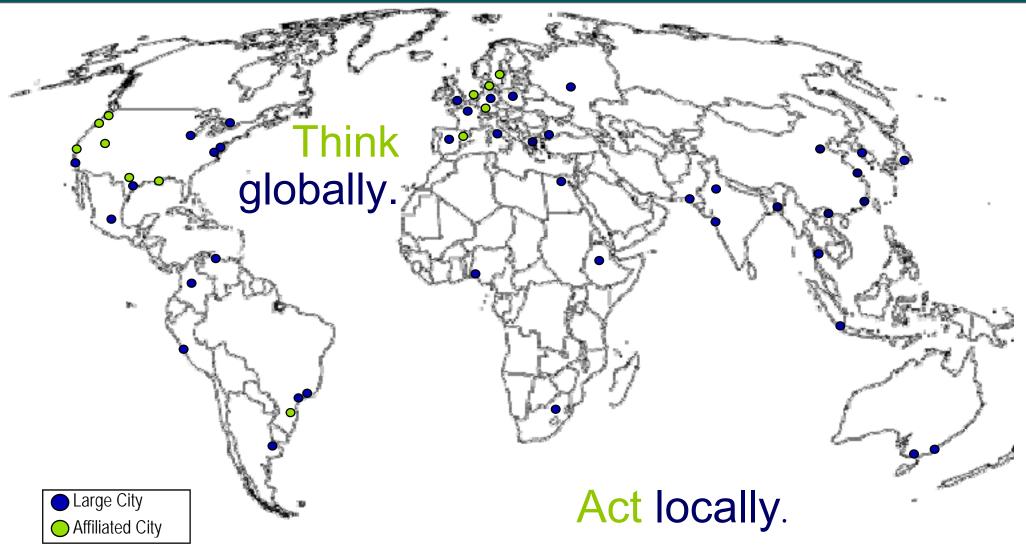


**Events for London - NFL** 

# Visit London's 10 point environmental action plan (2)

- 1. Tackling emissions from aviation promoting best practice by airlines and airport operators (e.g. EU Carbon Emissions Trading Scheme; reducing on-ground aircraft and airport emissions; rationalising EU flight paths and plans to cut stacking and unnecessary flights)
- 2. Encouraging visitors to the capital to off-set best practice companies and schemes only their own travel (e.g. NFL Wembley 2007)
- 3. Encouraging Londoners' to enjoy their own city as an alternative to travelling abroad (e.g. *Planet DIY programme*)
- 4. Promoting awareness of London's unparalleled green and open space network (e.g. VL website and links to Wild Web)
- 5. Commissioning research to identify further opportunities to reduce carbon dioxide emissions from London's visitor economy (e.g. detailed plan emerging from TfL policy unit)





**LONDON CLIMATE CHANGE ACTION PLAN** 

#### **C40 Programme Areas**

**Building Retrofits** 

Waste

**Transportation** 

Lighting

**Ports** 

**Airports** 

Water & Wastewater

**Clean Power** 

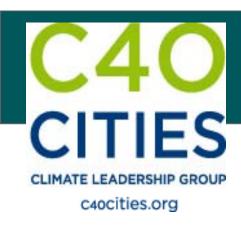
**Residential Energy** 

**LONDON CLIMATE CHANGE ACTION PLAN** 

#### International cooperation vital – the C40 group

www.c40cities.org

- Building on the first 'Large Cities Climate Change Initiative' Summit initiated and hosted by the Mayor of London in October 2005, the C40 cities met in New York, from 14-17 May 2007. The Mayors recognized the need for action and cooperation on reducing greenhouse gas emissions, and pledged to work together
- Delivering Action Through:
  - 1. Measurement
  - 2. Procurement
  - 3. Best practice and policy swapping
- Public procurement 16 cities energy efficiency in all public buildings schools, hospitals, government offices huge boost to market 5 biggest banks pledged \$5 Billion in loans and 8 biggest electrical product manufacturers guaranteed to boost production and lower prices huge boost and everyone benefits from lower prices …





#### Procurement – Purchasing Alliance

- 26 global suppliers 1000+ products
- Buildings, transport, waste management and lighting
- Negotiated price ceilings
  - 5% to 40% discounts off prevailing prices
  - Price ceilings based on growing and predictable sales volumes





#### **Building Retrofit Programme**



- 195 global projects in 26 cities
- 200 million square feet
- 100+ private owners

#### London

- 1.1 million square feet
- 42 buildings, TfL, Police, Fire Brigade
- Minimum 25% energy savings,
- 10 year payback





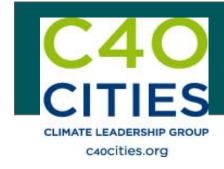
#### **Transportation**





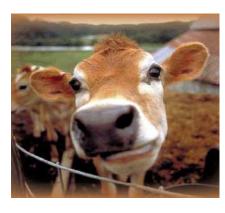
- Johannesburg, Mexico City and Bogotá, building Bus rapid transit (BRT) systems
- Johannesburg establishing Clean fuel and vehicle options and Bogotá developing clean air regulations.
- Bogotá, Chicago, Delhi, Johannesburg, Mexico City, London, Mumbai, Paris, Rio de Janeiro, and Sao Paulo developing and rolling out LED traffic lighting
- London, Bogotá, Buenos Aires, and Karachi, implementing Advanced traffic management systems

LONDON CLIMATE CHANGE ACTION PLAN





#### Waste and lighting



 Advanced solid waste facilities in Mexico City, Rio de Janeiro, Addis Ababa, Cairo, Johannesburg and Karachi, to convert garbage into energy, recycling, composting, and other waste reduction measures.



- New waste projects in Delhi, Mumbai, Sao Paulo, Beijing, and Lagos and London.
- LED lighting project being developed

LONDON CLIMATE CHANGE ACTION PLAN