

INNOVATIVE

# CITY-

BUSINESS COLLABORATION

**Indore, India** – Collaboration as a driver  
for sustainable mobility





## ABSTRACT

Until the end of 2015, the WBCSD Sustainable Mobility Project 2.0 (SMP2.0) will be collaborating with the city of Indore in India to develop a holistic sustainable mobility plan that addresses the mobility issues prioritized by the city.

The project has brought together a cross-sector group of multinational mobility-related companies, referred to as the SMP2.0 City Task Force, to work with city officials and local stakeholders, including the private sector, non-governmental organizations (NGOs) and citizens. The collaboration follows a series of steps encompassing an in-depth assessment of Indore's current state of mobility and its economic constraints, the development of sustainable mobility indicators and the identification of potential integrated solutions. Throughout the process, the SMP2.0 City Task Force has been drawing on previously developed tools and best practices.

The final mobility plan and roadmap will include enablers, financing options, the timeframe and areas of deployment. It will serve as the basis for a detailed action plan to be developed and implemented by Indore and its local stakeholders. The city will be able to monitor progress towards sustainable mobility using the set of indicators and calculation methodologies developed by the SMP2.0 City Task Force.

The WBCSD Sustainable Mobility Project 2.0 demonstrates the potential for mobility-related companies to support the transformation towards sustainable urban mobility in the early stages of strategic planning, data gathering and assessment. Moreover, it confirms that a common methodology, designed to be applicable to any city, is an excellent starting point but needs to be tailored to the structure of the city authority and the specific roles involved, the desired speed of application and the city's objectives.

### Cities working with SMP2.0

Bangkok, Thailand  
Campinas, Brazil  
Chengdu, China  
Hamburg, Germany  
Indore, India  
Lisbon, Portugal

## CONTEXT

Indore, one of the 10 fastest growing cities in India, is committed to improving mobility with a multimodal transport system that includes efficient, reliable, safe and affordable public transport. It has introduced the first of three planned bus rapid transit systems, which will total approximately 35 km, and launched a shared bicycle service in early 2015.

The city is one of six around the world collaborating with mobility-related companies to develop sustainable mobility plans through the Sustainable Mobility Project 2.0 (SMP2.0). SMP2.0 aims to speed up and scale up the implementation of sustainable mobility, believing that solutions need to be chosen across the whole spectrum of mobility modes through a holistic approach providing a comprehensive and integrated set of solutions.

The ultimate goal is to accelerate and extend access to safe, reliable and comfortable mobility for all, aiming for affordability, zero traffic accidents, low environmental impacts, and reduced energy and time demands. Specifically, the project aims to:

- Develop a sustainable mobility roadmap for Indore based on an assessment of mobility indicators and using best practices evaluated as having the greatest impact on those indicators. The roadmap will be an important input to the city's Comprehensive Mobility Plan for 2021.
- Encourage collaboration between other cities and companies aiming to achieve a transformation towards sustainable mobility. SMP2.0 aims for Indore and the other cities in the project to showcase:
  - o Sustainable mobility indicators that measure potential solutions to enable cities to better implement sustainable mobility solutions;
  - o How to develop a detailed roadmap and action plans to improve sustainable mobility in an integrated manner;
  - o How to apply cross-sector solutions that can be scaled up to accelerate progress towards sustainable mobility;
  - o The necessary policy accelerators and framework conditions to support the rapid and widespread deployment of sustainable mobility solutions.



# CITY OF INDORE

Indore, in the northern Indian state of Madhya Pradesh, has a population of 2.4 million in an area of 530 km<sup>2</sup>. Private vehicle ownership is increasing rapidly, with an associated increase in the accident rate, including fatalities.

Indore was invited to participate in SMP because of its commitment to sustainable mobility and because its location and stage of mobility development contribute to a balanced global group of cities.

Indore is developing a comprehensive mobility plan towards 2021. Among other aspects, it envisages an integrated, multi-modal public transport system that is fast moving, comfortable, safe, user-friendly and reliable, with integrated land use, equitable allocation of road space between different transport modes, and compliance with safety laws.

Several of the city's senior decision-makers, supported by relevant experts, participate in the project, including the district collector (the chief administrative and revenue officer) and the chief executive officer of the special purpose company responsible for urban transport (AiCTSL). The police commissioner also attends meetings with the SMP companies, which are held approximately every two months.

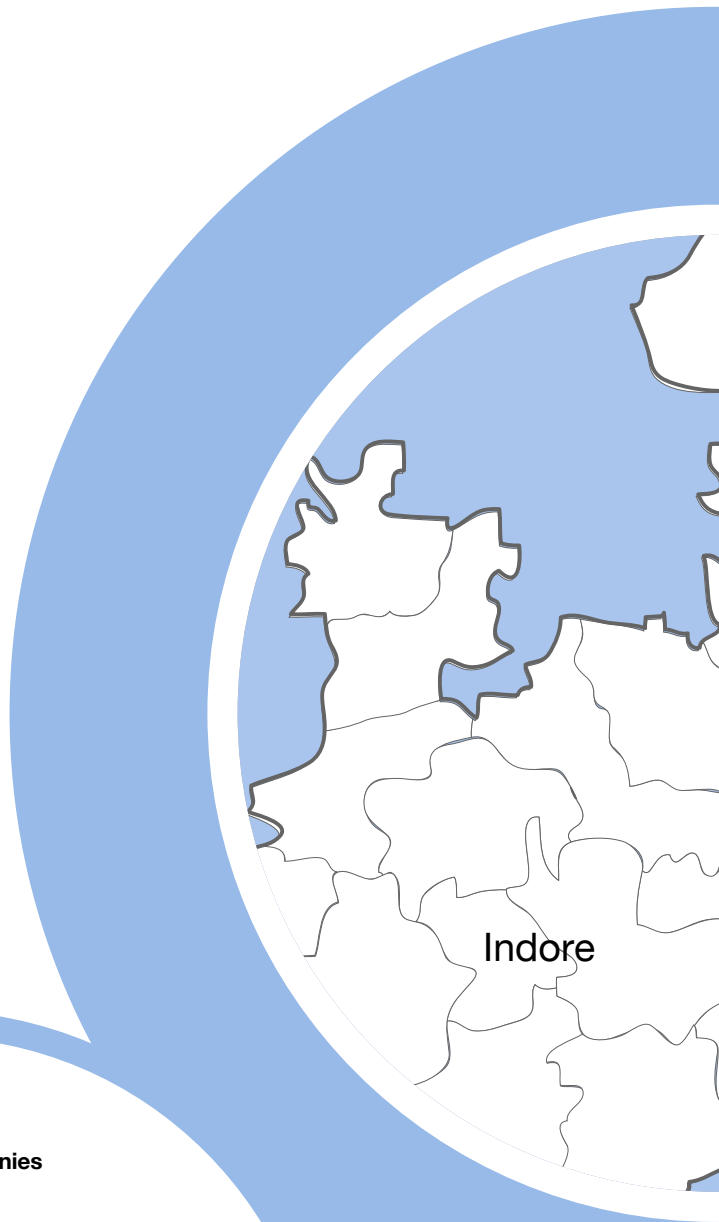
## BUSINESS

SMP2.0 was established by the World Business Council for Sustainable Development to build on its earlier work in this field. It brings together a global, cross-sector group of 15 mobility-related companies to accelerate progress towards sustainable mobility.

The group has collectively developed the engagement process, the methodology and the tools and provides input to specific city project teams. The Indore project team consists of Ford Motor Company (the host company for the Indore project), BMW, Brisa, Fujitsu and Volkswagen.

### SMP2.0 project member companies

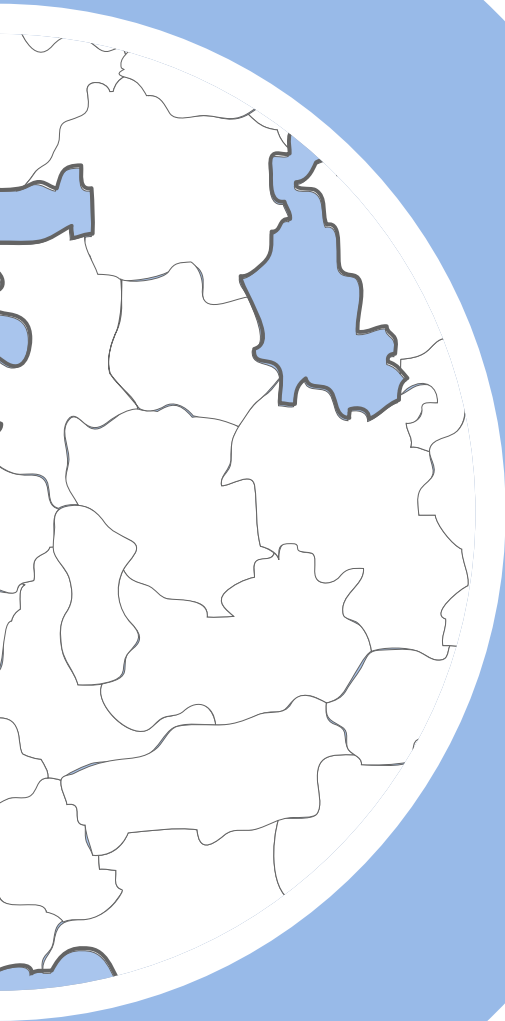
- BP:** oil and gas
- Bridgestone:** auto and truck parts manufacturer
- Brisa:** operation and maintenance of highways and toll roads
- BMW:** automotive, motorcycles and engines
- Daimler:** automotive
- Deutsche Bahn:** railway and bus operations
- Ford:** automotive
- Fujitsu:** information technology
- Honda:** automobile, motorcycle and power equipment manufacturing
- Michelin:** tires
- Nissan:** automobiles
- Pirelli:** tires
- Shell:** oil and gas
- Toyota:** automotive
- Volkswagen:** automotive



2.4  
million

## POPULATION

population of 2.4 million in an area of 530 km<sup>2</sup>.



## OTHER STAKEHOLDERS

The project's governance includes an Assurance Panel made up of eminent organization and university representatives who bring technical expertise. The Indore project also benefits from the expertise of EMBARQ, the sustainable transport program of the World Resources Institute, as well as local academics, shop owners, activists and parking management organizations bringing specific expertise. The process includes engagements with other local stakeholders.



## CITY INDORE

# PROCESS AND GOVERNANCE

## COLLABORATION GOVERNANCE

SMP2.0 and the city signed a memorandum of understanding (MoU) setting out the key elements of the engagement over 18 months to the end of 2015.

A Steering Committee oversees the project, with members from the city authorities, the police and academic bodies, as well as the private sector SMP2.0 city task force. It meets at least quarterly to monitor progress and provide advice and direction. The Steering Committee also meets with local stakeholders to share issues and concerns.

### The Indore SMP2.0 Steering Committee

|              |   |
|--------------|---|
| Chair        | District collector, Indore  |
| Co-Chair     | SMP2.0 project director   |
| City Members | Chief executive officer, AiCTSL (special purpose transport company)<br>Commissioner, Indore Municipal Corporation<br>Chief executive officer, Indore Development Authority<br>Additional superintendent of police—Traffic<br>Regional transport officer<br>Joint director, Town and Country Planning Urban Development Department, State of Madhya Pradesh<br>Academia/university representatives |



## SCOPE OF COLLABORATION

# COLLABORATION PROCESS OVERVIEW

## Preliminary

SMP2.0 invited the city to join the project and member companies liaised with city leaders to establish their willingness to engage. Following agreement to proceed, the SMP2.0 City Task Force worked with officials from AiCTSL and transport and urban planning departments to identify relevant public authority participants. SMP2.0 carried out background research providing relevant information on the city.

## The engagement

The SMP2.0 process consists of several stages involving frequent interaction with city representatives over the course of 18 months as summarized. Understanding the city's objectives is an essential first step that enables the project team to propose relevant indicators, such as congestion, travel time and access to mobility services. When the indicators are agreed on with the city, the team identifies the best solutions from the SMP2.0 toolbox of best practices. Indore carries out pilots such as changes to parking regulations (see example below) and the project engages with stakeholders to discuss and refine the solutions.

## Summary of stages in the SMP2.0 process

- Clarify city objectives and challenges and the SMP2.0 project process
- Identify and build the network of relevant city officials and stakeholders
- Research the current mobility state and economic constraints in Indore
- Develop indicator calculations using the sustainable mobility indicator set SMP2.0 has created
- Identify the most relevant indicators for Indore
- Identify potential solutions among the SMP2.0 collection of best practices and technological solutions, targeting Indore's priority indicators.
- Consider financing options, barriers and enablers.
- Engage with stakeholders, including businesses, authorities, non-governmental organizations and citizens' representatives
- Develop a mobility plan and roadmap, including policy and behavior change proposals

The collaboration covers land-based passenger and freight transport in the metropolitan area and considers access to services, road safety, congestion, inter-modal connectivity and the quality of public areas.

The memorandum of understanding includes commitments shown in table 1.

Table 1: Memorandum of understanding commitments

| SMP2.0 commitments   | City commitments  |
|--|---|
| Provide the relevant expertise from the member companies                     | Provide access to the data necessary to evaluate the indicators   |
| Apply the SMP sustainable mobility indicators                                | Bring together the different players within the local authorities |
| Analyze the indicators and propose suitable solutions to improve performance | Develop the city roadmap  |
| Support the development of the city roadmap                                  | Create an action plan to implement the roadmap by the end of 2015 |
| Facilitate a review process  |   |

# OUTCOMES

## OUTPUTS

As the project is continuing through 2015, the final outputs are not yet available. The immediate outputs consist of calculations for a holistic set of sustainable mobility indicators in Indore together with best practice cross-sector solutions designed to meet the city's priorities.

The final project output will be a mobility plan and roadmap that includes enablers, financing options, the timeframe and areas of deployment. This will be the basis for a detailed action plan to be developed by Indore. The city will be able to monitor progress towards sustainable mobility using the set of indicators and calculation methodologies developed by the SMP2.0 City Task Force.

The most important impact on the city is new collaboration between various municipal departments, citizen and business stakeholders, and transport organizations that is stimulated by their involvement in the network created for this project.

## EXAMPLE

A trial is exploring solutions to heavy congestion in a 1.2 km commercial area where traffic consists of two-wheel and four-wheel vehicles and rickshaws and where sidewalks are blocked by shopkeepers' goods and parked vehicles.

Following research into traffic characteristics and potential solutions, the trial piloted designated parking places for each vehicle type, restricted loading and unloading, and limited the encroachment of goods onto the sidewalks. Engagement with citizen and business stakeholders identified improvements to the original plan and achieved support for the final proposals.

## PERFORMANCE AGAINST OBJECTIVES

Performance can only be fully assessed following project completion. Progress to date has demonstrated the value of cross-sector business collaboration with the city.

## IMPLEMENTATION AND FINANCING

As the project is continuing through 2015, the implementation and financing will occur during the final stage of the project in late 2015.

## FUTURE COLLABORATION

Future collaboration opportunities will be decided once the project is completed.



# ANALYSIS



# INNOVATION

- The project brings together businesses from several sectors to work with the city to develop a holistic approach to urban mobility rather than individual businesses bidding on tenders for isolated solutions.
- The project methodology begins with the mobility issues prioritized by the city and works towards integrated solutions rather than bringing isolated solutions to the city to address perceived issues.

# SUCCESS FACTORS

Success depends on a multi-sector business task force achieving the productive engagement of all relevant city entities and individuals to build an inclusive process. The initial delivery of relevant indicator calculations and potential solutions is important to demonstrating the value of the project and maintaining the city's commitment.

The methodology and tools have deliberately been built to be transferable to any city and city mobility clusters have been identified specifically to enable scaling up.

# CHALLENGES ENCOUNTERED

The data required to make indicator calculations is not always readily available, requiring some adaptation and support for the city to collect relevant data. It is possible that data will not be available for some indicator calculations. Following the project, the city faces the challenge of maintaining the indicators without the support of SMP2.0.

The availability of city resources—people, time and budget—is limited, making it difficult to meet the project's tight schedule.

# LESSONS LEARNED

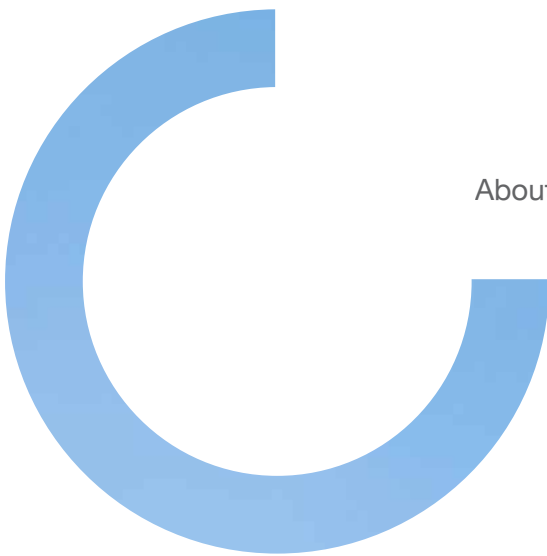
As the project is not yet completed, a full set of lessons supporting replicability in other projects cannot be defined. However, at this stage it is clear that a multi-sector business team can collaborate successfully with a city to develop pilot projects in support of a longer term sustainable mobility plan.

The project has confirmed that a common methodology, which SMP2.0 designed to be applicable to any city, needs to be adapted to the specific challenges of a city such as Indore. The process must be tailored to the structure of the city authority and the specific roles involved, the desired speed of application, and the city's objectives. Best practices collected from all over the world provide a valuable toolbox and it is necessary to select relevant solutions that can be tailored to individual city needs.

Using and refining a methodology that is applicable to cities all over the world will enable scaling up to achieve a significant impact on urban sustainability.

## Author

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## About the WBCSD

The World Business Council for Sustainable Development (WBCSD), a CEO-led organization of some 200 forward-thinking global companies, is committed to galvanizing the global business community to create a sustainable future for business, society and the environment. Together with its members, the council applies its respected thought leadership and effective advocacy to generate constructive solutions and take shared action. Leveraging its strong relationships with stakeholders as the leading advocate for business, the council helps drive debate and policy change in favor of sustainable development solutions.

The WBCSD provides a forum for its member companies - who represent all business sectors, all continents and combined revenue of more than \$8.5 trillion, 19 million employees – to share best practices on sustainable development issues and to develop innovative tools that change the status quo. The council also benefits from a network of 70 national and regional business councils and partner organizations, a majority of which are based in developing countries.

**About ICLEI** Local Governments for Sustainability is the world's leading network of over 1,000 cities, towns and metropolises committed to building a sustainable future. By helping our Members to make their cities sustainable, low-carbon, resilient, biodiverse, resource-efficient, healthy and happy, with a green economy and smart infrastructure, we impact over 20% of the world's urban population.



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