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Reykjavík, 4. mars 2019
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Borgarráð

Fyrirhuguð þátttaka borgarstjóra í fundum OECD Champion Mayors Initiative for Inclusive Growth í Aþenu, Grikklandi, dagana 18. til 19. mars 2019

Fyrirhuguð er þátttaka borgarstjóra á *4th Meeting of OECD Champion Mayors Initiative for Inclusive Growth* sem haldinn verður í Aþenu þann 18. mars 2019 í samvinnu bogarstjórans í Aþenu, Georgios Kaminis og OECD. Einnig er um að ræða þátttöku í *7th Roundtable of Mayors and Ministers* sem haldið er í sömu borg þann 19. mars 2019 af áðurnefndum stofnunum, ásamt Efnahags- og þróunarráðuneyti Grikklands. Fundirnir eru með hringborðssniði og meðal efnis er útfærsla á vegvísinum *Athens Roadmap* sem fjallar um hvernig hagnýta megi margskonar nýsköpun á sviðum samfélags-, tækni- og opinberrar þjónustu til að stuðla að jákvæðri borgarþróun fyrir alla samfélagshópa og aukinni velferð borgaranna. Aðstoðarmaður bogarstjóra, Pétur Krogh Ólafsson, verður með borgarstjóra í för. Hjálagt er boðsbréf á fundina ásamt drögum að dagskrám og vegvísinum *Athens Roadmap*.

Dagur B. Eggertsson

Hjálagt:

Boðsbréf - 4th Meeting of OECD Champion Mayors Initiative for Inclusive Growth og 7th Roundtable of Mayors and Ministers

Dagskrádrög - 4th Meeting of OECD Champion Mayors Initiative for Inclusive Growth

Dagskrádrög - 7th Roundtable of Mayors and Ministers

Vegvísirinn Athens Roadmap



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19 December 2018

Dear Mayor Eggertsson,

It is our great pleasure to invite you to the **4th Meeting of OECD Champion Mayors Initiative for Inclusive Growth** jointly organized by the OECD and Georgios Kaminis, Mayor of Athens, to be held on 18th March 2019, in Athens, Greece.

By signing on as a Champion Mayors for Inclusive Growth, you signalled your commitment as part of a global coalition of leaders from around the world to fight against rising inequality in cities.

Since the launch of the initiative in March 2016, Champion Mayors have gathered on three separate occasions to highlight the critical role local leaders play in fighting inequality in cities.

- At the first meeting in New York City, Mayors defined in the [New York Proposal](#) the policy pillars of an inclusive growth agenda, committing to advancing education, skills and labour market, housing and urban environment, as well as infrastructure and public services.
- During the second meeting in Paris, Champion Mayors delivered the [Paris Action Plan](#), marking clear steps and concrete measures within the policy pillars highlighted in the New York Proposal, such as strengthening the evidence base to measure the multi-dimensional nature of urban inequalities, and providing targeted support for cities to implement, monitor and evaluate their own inclusive growth strategies.
- At the third meeting in Seoul, Mayors focused on two strategic areas within the [Seoul Implementation Agenda](#), namely i) how to bridge local climate and inclusive growth strategies, and ii) how cities can create a level playing field to harness the inclusive growth potential of SMEs and entrepreneurs.

You are now invited to turn toward Athens for the next meeting, and join the collective effort to design the "Athens Roadmap" on how to leverage all types of innovation - social, technological and public sector-related - for more inclusive cities and greater citizen well-being. Owing to Athens' social innovative approach as a means to address the city's diverse challenges in the midst of the financial and refugee crisis, the European Commission recently awarded the city with the prestigious title of the European Capital of Innovation for 2018. Drawing inspiration from Athens' efforts, we trust your participation in the meeting will be instrumental in shaping this guiding framework on how innovation can drive smart inclusive cities of the future.

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Mr. Dagur Bergþóruson Eggertsson
Mayor of Reykjavik
Iceland

Cc: H.E. Mr. Kristján Andri Stefansson, Ambassador, Permanent Delegation of Iceland to the OECD



As Champion Mayor, you are also invited to the **7th OECD Roundtable of Mayors and Ministers**, which will be jointly organised by the OECD, the city of Athens and the Greek Ministry of Economy and Development the following day (19 March 2018). This global forum brings together local and national leaders to discuss their joint action for smart, inclusive and sustainable cities of all sizes. This year's edition will centre on how Mayors and Ministers can work in concert, within integrated national urban policies, to tackle cross-cutting and interconnected megatrends such as digitalisation, urbanisation, climate and demographic change.

Thank you for confirming your participation in the 4th Meeting of Champion Mayors and the 7th Roundtable of Mayors and Ministers via ChampionMayors@oecd.org by **11th January 2019**.

We look forward to welcoming you to Athens!

Yours sincerely,

A handwritten signature in black ink, appearing to read "Angel Gurría".

Angel Gurría
Secretary General
OECD

A handwritten signature in black ink, appearing to read "Georgios Kaminis".

Georgios Kaminis
Mayor of Athens
Greece

A handwritten signature in blue ink, appearing to read "Anne Hidalgo".

Anne Hidalgo
Mayor of Paris, France
Chair of the OECD Champion
Mayors initiative



FOURTH MEETING



18 March 2019
Athens City Hall | Athens, Greece

The Fourth Meeting of Champion Mayors for Inclusive Growth will build on the proposals described in the *New York Proposal* (March 2016), the concrete actions outlined in the *Paris Action Plan* (November 2016) and the commitments set out in the *Seoul Implementation Agenda* (October 2017). It will focus on a key tool – innovation to support the inclusive growth agenda implementation – and lead to discussions on how cities can leverage all types of innovation – social, technological and in public policy – for more inclusive cities and citizen well-being.

The meeting will kick-off with a lunch reception, followed by a jumpstart session that will interactively dive into the findings of the OECD/Bloomberg Philanthropies 2018 Survey on innovation capacity in cities. The meeting will continue with three rounds of consecutive thematic discussions with mayors featuring experiences of different cities around the world.

- The first round of discussions will centre on **social innovation**, with a focus on how cities are creating an environment where social innovation is supported and the impacts and outcomes they are achieving.
- The second round of discussions will focus on **public sector innovation**, with a debate on the role innovation is playing, especially regarding policy design and programme implementation: what this looks like, what issues are prioritised, and what kind of investments it takes to achieve actual results.
- The third round will explore the impact of **technological and digital innovation** on how smart cities operate and the well-being of their residents. This implies understanding what policies cities need to put in place in response to digitalisation, including measures to protect resident information and privacy.

The 4th Meeting of the OECD Champion Mayors for Inclusive Growth will see the launch of the **Athens Roadmap for Inclusive Growth in Cities** charting ways forward for cities to leverage all types of innovation - public sector, technological, and social - to bolster their inclusive growth agendas.

On the following day, 19 March 2019, Mayors are invited to the **7th Roundtable of Mayors and Ministers** jointly organised by the OECD, the City of Athens and the Greek Ministry of Economy. The Roundtable will centre on how Mayors and Ministers can work in concert, within integrated national urban policies to tackle crosscutting and interconnected megatrends.

AGENDA

FOURTH MEETING OF THE OECD CHAMPION MAYORS FOR INCLUSIVE GROWTH

MONDAY, 18 MARCH 2019

09:00-11:30 **SIDE EVENTS (NETWORKING SESSIONS, BILATERAL MEETINGS, SITE VISIT)**

12:00-13:00 **LUNCH RECEPTION & NETWORKING**

13:30-13:35 **INTRODUCTION AND WELCOME**

13:35-14:05 **KEYNOTE ADDRESS**

- **GEORGIOS KAMINIS**, Mayor of Athens (Greece)
- **ANGEL GURRIA**, Secretary General OECD
- **ANNE HIDALGO**, Mayor of Paris (France), Chair of OECD Champion Mayor Initiative

14:05-15:00 **JUMPSTART SESSION: LESSONS AND INSIGHTS FROM CITIES ON INNOVATION CAPACITY**

- **Part I:** Highlights from a Global OECD/Bloomberg Survey across 88 cities
LAMIA KAMAL-CHAQUI, OECD & **JAMES ANDERSON**, Bloomberg Philanthropies
- **Part II:** Spotlight on global innovation programmes and policies from Champion Mayors

15:00-16:00 **URBAN CAFÉ N°1: SOCIAL INNOVATION**

GUIDED MAYORS' DISCUSSION

Since the global economic crisis, social innovation has garnered attention as a tool to tackle pressing social challenges in response to market failures and crisis of trust of citizens in their national governments. In addition to longstanding actions from social economy organisations and social enterprises, **cities play a key role in discharging several social policies, and have accelerated their efforts to develop a fertile ecosystem in which social innovations can flourish.**

Social innovation is about designing and implementing new solutions and **answers to social problems**, which ultimately will improve the welfare and wellbeing of individuals and communities. Cities examples range from:

- a. **Services that improve the quality of life** of individuals and communities (care services, medico-social cooperatives, urban farms, community gardens);
- b. **Labour market integration processes, competencies, jobs, and forms of participation** (skilling disadvantaged individuals for digital jobs).

Questions to guide discussion

- What social innovation solutions is your city championing for more inclusive growth?
- Where do opportunities exist to bring social innovation to scale and make them thrive in cities?
- What innovative tools can be used to unlock finance for sustainable social innovation?

16:00-16:30 **COFFEE BREAK**

16:30-17:15

URBAN CAFÉ N°2: PUBLIC SECTOR INNOVATION

GUIDED MAYORS' DISCUSSION

In order to respond to urban challenges and opportunities, local governments are developing and introducing new ways to frame problems and develop solutions. Public sector innovation is about **finding new and better means to recognise and to deliver better public outcomes** by achieving increased efficiency, effectiveness, and citizen, user or employee satisfaction. To help innovation thrive, local leaders are key in **promoting innovative behaviours** (culture and guidance) and **creating an ecosystem for innovation** that encourages flexibility and experimentation. Cities examples range from:

- a. **Organisational design** and **experimental governance** (multi-actor collaborations, PPP, urban innovation labs, budget agility);
- b. **Human centred design** and **citizen engagement** (participatory budgeting, community visioning);
- c. **Data management, analytics** and **open government** (Open/Big/Smart Data initiatives).

Questions to guide discussion

- How does public sector innovation expand opportunities to develop human capital and improve collaboration and experimentation within your local government?
- How can local governments collaborate with other actors (national governments, the business community, NGOs, citizens) to fight inequalities in cities?
- How have you addressed concerns about inclusive growth through public sector innovation? Which policies and practices have proven most successful?

17:15-18:00

URBAN CAFÉ N°3: TECHNOLOGICAL & DIGITAL INNOVATION

GUIDED MAYORS' DISCUSSION

Technological and digital innovation is transforming how citizens interact with governments. Initially supply-driven with the private sector taking the lead, **smart urban services** are strategically embraced by policy makers as a means to enhance capacity and improve efficiency.

At the city level, the complex and disruptive megatrend of **digitalisation** has been central to the concept of '**smart cities**'. Smart cities seek to leverage digitalisation to deliver more efficient, sustainable and inclusive urban environments as part of a collaborative, multi-stakeholder process across sectors. Key examples include:

- a. Smart **service delivery** (real-time data, electronic congestion toll, smart parking system, IoT sensors);
- b. Promoting **local economic growth** (blockchain-powered city, safer and accessible mobile banking);
- c. Tech enhanced **civic engagement** (crowdsourcing data for waste management, Open Data);
- d. Pro-active citizen well-being (natural disaster risks and impact prediction, air quality sensors).

Questions to guide discussion

- How can local and national governments incentivise regulatory frameworks that adapt to the fast-changing scene of urban digital innovation and its disruptive business models?
- How can local governments use data to guide decision-making in key service delivery?
- Is there a sustainable public-private partnership model for viable smart urban projects?

18:00-18:30

THE ROAD AHEAD: LAUNCH OF THE ATHENS ROADMAP ON INNOVATION FOR INCLUSIVE GROWTH

- LAUNCH BY A GROUP OF MAYORS & FAMILY PHOTO

19:00

DINNER HOSTED BY THE MAYOR OF ATHENS & CLOSING KEYNOTE ADDRESS FOR THE 4TH MEETING

NEXT: SEVENTH OECD ROUNDTABLE OF MAYORS AND MINISTERS

19 March, 9:00 – 12:00, Megaron Athens International Conference Centre

7th OECD ROUNDTABLE OF MAYORS AND MINISTERS

**Tuesday, 19 March 2019
Athens, Greece**

**MAYORS, MINISTERS, MEGATRENDS:
PRINCIPLES FOR COLLECTIVE ACTION**

PRELIMINARY AGENDA

Megaron Athens International Conference Centre

Leoforos Vasilissis Sofias and Kokkali 1
Athens 115 21, Greece

While global megatrends – such as globalisation, demographic shifts, digitalisation, and climate change – are profoundly altering the prospects of urban economies and societies, neither cities nor national governments can tackle the unprecedented magnitude and pace of change on their own: they need to work together, and with all segments of the society.

In the face of megatrends, the capacity of leaders and territories to innovate, capitalise on new potential and manage policy trade-offs varies both *within* and *across* advanced and emerging countries. Megatrends affect cities in various ways. Lower trade costs for goods and ideas created benefits for firms and consumers, but not all cities will reap the gains from **globalisation**. Although the world is growing more urban everyday, many cities are struggling to meet the needs of a **changing population profile**. The ongoing **production and technological revolution** has the potential to boost smarter urban solutions, but it also puts some jobs at risk of automation, creates a digital divide, raises privacy concerns for citizens and jeopardises urban security. **Climate change** exerts pressure on the demand for food, water and energy, but also opens avenues for innovative models to foster resource efficiency and transition to a low-carbon economy.

The Sustainable Development Goals (SDGs) and the New Urban Agenda have created unprecedented global momentum to redefine national and local urban priorities, improve planning and resilience, and better align investment across levels of government in a world of relentless turmoil. When joining forces within integrated **National Urban Policies (NUPs)**, cities and national governments can seize new opportunities to advance growth and well-being in a constantly changing world. National Urban Policies offer an enabling instrument to set clear policy directions across pressing and emerging economic, social and environmental challenges and transform megatrends into opportunities to boost national development. Many OECD and partner countries have made progress in developing NUPs, but much remains to be done. Only about half of the 150 countries surveyed in the OECD-UN Habitat 2018 *Global Monitoring of National Urban Policies* have an explicit NUP in place, and the stage of NUP development varies widely across countries. Most importantly, NUPs can only reach their full potential when they are co-designed and co-implemented with cities. **This is why Mayors and Ministers need to rethink national urban policies from the ground up, in line with national and global strategies and frameworks, to support their effective implementation.**

The **7th OECD Roundtable of Mayors and Ministers**, organised in partnership with the Ministry of Economy and Development of Greece and the City of Athens, will see mayors and ministers exchange ideas, experiences and good practices from around the world on how to channel global megatrends for more productive, sustainable and inclusive cities in a constantly changing world. Mayors and Ministers will be invited to share their recipes and practical examples of successful National Urban Policies for cities of all sizes, by providing illustrations of how they can use the *OECD Principles on Urban Policy* in their own country. The discussion will be organised in two rounds, focusing on the **co-design** and the **co-implementation** of National Urban Policies, respectively.

Established in 2007, the OECD Roundtable of Mayors and Ministers is a unique global platform convening high-level representatives from both national and local governments to discuss pressing urban policy issues. It builds on the OECD's long-established expertise in urban development and tradition of policy dialogue across levels of government. Previous Roundtables were held in Madrid (2007), Milan (2008), Paris (2010), Chicago (2012), Marseille (2013) and Mexico City (2015).

The Roundtable will follow the **4th Meeting of the OECD Champion Mayors for Inclusive Growth Initiative** hosted by Georgios Kaminis, Mayor of Athens, on 18 March 2019 (12h-18h). The 4th Meeting will focus on how cities can leverage all types of innovation – social, technological, and public sector – to promote inclusive growth and enhance citizen well-being. The Roundtable precedes the **OECD Regional Development Policy Committee meeting at Ministerial level**, which will convene on 19-20 March 2019 under the theme “Megatrends: Building better futures for regions, cities and rural areas”.

PRELIMINARY AGENDA

MAYORS, MINISTERS, MEGATRENDS: PRINCIPLES FOR COLLECTIVE ACTION

Moderated by a professional

09:00-09:30 OPENING ADDRESS

- **GEORGIOS KAMINIS**, MAYOR OF ATHENS, GREECE
- **YANNIS DRAGASAKIS**, MINISTER OF ECONOMY AND DEVELOPMENT, GREECE
- **ANGEL GURRÍA**, SECRETARY GENERAL, OECD

09:30-10:30 CO-DESIGNING URBAN POLICIES ACROSS LEVELS OF GOVERNMENT

In the face of megatrends, reshaping National Urban Policies to embrace cities of all sizes is essential to fit for the future and tame the rise of a “geography of discontent” where many places feel forgotten.

What reforms should be introduced to existing National Urban Policies to better prepare for and address megatrends such as globalisation, digitalisation, demographic changes and climate change? How to ensure that Mayors and Ministers work closely together in co-designing a new generation of National urban Policies?

- **Globalisation** has changed the economic fortunes of many cities, some growing into global hubs of knowledge and investment, others thriving with new niches and opportunities, while others fall behind.
 - **How to ensure that National Urban Policies support sustainable growth in all types of cities, including of all sizes? What critical dimensions of the current National Urban Policies framework need to be adjusted?**
- **Digitalisation, automation and the use of new technologies** can greatly improve city competitiveness and the quality of life of many more citizens. An increasing number of cities has developed a smart city strategy to improve mobility and access to critical resources and public services. Yet, not all segments of the urban population are benefitting from the changes, and the adoption of new technologies is also likely to exacerbate existing divides between, and within, cities.
 - **How can Mayors and Ministers anticipate and address these divides and shape smart cities of the future that are inclusive and sustainable? If digitalisation and automation are expected to leave some people behind, what compensatory measures need to be taken?**
- **Demographic changes**, including population ageing and increased in-migration, raise both challenges and opportunities for cities and countries now and in the future. Cities need to accommodate new needs, sometimes in an urgent manner, and adapt their urban infrastructure to fit a new type of populations. On the other hand, there are unexploited economic opportunities from the silver economy and through migrant entrepreneurship.
 - **How to ensure that a new generation of National Urban Policies better takes into account these demographic patterns? How to make sure that national frameworks are sufficiently flexible and forward-looking to allow urban infrastructure and services to respond adequately to a changing demographic environment? Which strategies can help take better advantage of the elderly and migrants in cities' economies?**
- Today, all levels of governments address **climate change**, which requires sound multi-level governance frameworks. While there are wide economic benefits coming from climate-related policies, some national measures may come at political and social costs, as they may affect some disadvantaged groups and places disproportionately.
 - **How can National Urban Policies facilitate the alignment of objectives and outcomes of climate policies across levels of governments? What measures should be taken to anticipate and better address possible trade-offs, typically between climate and inclusion?**

10:30-11:30

TOOLS FOR BRIDGING NATIONAL AND LOCAL URBAN POLICIES

Once co-designed, National Urban Policies require capacity, funding and governance to be implemented effectively and to deliver better lives for people in all places. A successful, two-way and win-win collaboration among Mayors and Ministers strategies is a key component of the enabling environment needed for urban policies to drive inclusive and sustainable growth.

What types of innovative tools and new forms of partnerships can help Mayors and Ministers work effectively together to catalyse the needed resources and deliver a new generation of National Urban Policies fit for the future?

- Megatrends bring about a new level of complexity that requires flexible urban solutions and new skills to think 'outside the box'. But change in policymaking does not happen automatically. Public officials at all levels of government need help to anticipate and respond to unprecedented transformations in cities.
 - **Which new types of technical and human capacities need to be built at both local and national levels to pilot, experiment, learn and innovate together to adapt swiftly to megatrends?**
- Cities are constantly challenged to upgrade and maintain their infrastructure to keep pace with demographic, environmental and technological demands. Current spending is not sufficient to address these demands. Cities need to invest more and diversify their sources of financing. Smart, innovative investments in infrastructure are essential to give every urban resident a chance to move up the economic and social ladder and enjoy a safe and healthy urban environment.
 - **Which most promising financial tools need to be up-scaled or created to meet the pressing infrastructure and service delivery needs of the cities of tomorrow?**
- Neither Mayors nor Ministers can alone embrace the full range of opportunities and risks that megatrends are raising in cities. More efficient decisions can emerge from innovative ways to pool ideas and resources together across national and local levels.
 - **Which innovative institutional settings and governance mechanisms, including new forms of collaborative tools and partnerships, can facilitate joint action across local and national governments in a constantly changing policy landscape?**

11:30-12:00

CHARTING THE WAY FORWARD: AN ACTION PLAN FOR THE OECD PRINCIPLES ON URBAN POLICY

Nurturing a multi-stakeholder community of practice linking cities and national governments is a critical lever to rethink and reshape urban policy in a shared responsibility. Mayors and Ministers will be invited to raise the profile of the *OECD Principles on Urban Policy* and suggest ideas for their implementation.

FAMILY PHOTO



Athens Road Map : Innovation for Inclusive Growth

ZERO DRAFT - 01 March 2019

Note to reviewers: The final version of the Athens Road Map will be delivered by Champion Mayors at the Fourth Meeting of the Champion Mayors for Inclusive Growth on 18 March 2019 in Athens. It builds on the four policy pillars outlined in the [New York Proposal for Inclusive Growth in Cities](#), launched in New York (March 2016), and the concrete commitments of the [Paris Action Plan for Inclusive Growth in Cities](#) (November 2016) and the execution strategies in the [Seoul Implementation Agenda](#) (October 2017).

This internal review is the first step in a consultation process that will also include a call for comments from all Mayors who have joined the initiative, as well as the institutional partners of the Champion Mayors for Inclusive Growth initiative: Ford Foundation, Brookings Institution, Cities Alliance, C40, ICLEI, Lincoln Institute of Land Policy, National League of Cities, UCLG, and United Way Worldwide.

We invite you to comment on this document, using the track changes and/or comment bubbles. Thank you for returning your comments to ChampionMayors@oecd.org by 08 March 2019.



Athens Road Map: Innovation for Inclusive Growth in Cities

By joining the *OECD Champion Mayors for Inclusive Growth Initiative* set up on 29 March 2016, we, Champion Mayors for Inclusive Growth from across the world, have committed to tackle rising inequalities within our city, region, country and worldwide. Today, we remain convinced of the relevance of the inclusive growth agenda as well as the urgent imperative to address the widening gap between rich and poor.

Rising inequality is at the root of growing discontent; it harms economic growth, erodes trust in government, and has the ability to undermine social cohesion. It also renders society less able to respond to major, systematic challenges such as climate change and threatens political stability. Fighting inequalities should not be limited to reducing disparities in income and wages but also addressing gaps in education, health, access to environmental services and benefits, and jobs among all our citizens, regardless of their socio-economic status, gender, age, or the places in which they live.

Over the past three years, the *OECD Champion Mayors for Inclusive Growth Initiative* has demonstrated how greater mayoral leadership in fostering inclusive growth in cities calls for a major break with the policy making of the past.

- At the First Meeting in New York City (29 March 2016), we defined in the [New York Proposal](#) the policy pillars of an inclusive growth agenda around education, skills and the labour market, housing and the urban environment, infrastructure and public services.
- At the Second Meeting in Paris (21 November 2016), we delivered the [Paris Action Plan](#) providing clear steps to advance the New York Proposal's pillars, such as capturing the multi-dimensional nature of urban inequalities, and supporting cities in implementing and evaluating their inclusive growth strategies.
- At the Third Meeting in Seoul (19 October 2017), we focussed on two strategic areas within the [Seoul Implementation Agenda](#), namely how to bridge local climate and inclusive growth strategies, and how cities can create a level playing field to harness the inclusive growth potential of SMEs and entrepreneurs.

Building on these commitments, we have been adopting a range of programmes amongst others initiatives to reshape our neighborhoods, advance inclusive local climate action, support small firms and local entrepreneurs, offer opportunities for low skilled workers, and address housing affordability and access to public services for underserved communities. We will continue to double down on our efforts, assess our actions, and monitor impact.

Going forward, we should better anticipate and respond to emerging challenges and new opportunities to pursue our inclusive growth agenda. Global megatrends such as globalisation, digitalisation and automation of work, demographic change including urbanisation, migration and ageing populations, as well as climate change and depletion of natural resources, raise unparalleled challenges but also opportunities at global, national and local levels that require innovative strategies, policies and tools. These trends will continue to transform how people live and work in our cities. While we cannot predict exactly where these trends will take us, we do know that their impact will be profound in our cities and that many people will be left behind if we do not put in place appropriate policies to mitigate them.

With the *Athens Roadmap: Innovation for Inclusive Growth in Cities*, we, Mayors, will strive to leverage the full potential of innovation to promote policies and practices whereby cities can become places where prosperity is shared, opportunity accessed, and well-being expanded to all segments of the society.



- We believe that innovation can support ambitious actions to address the housing affordability, integrate migrants and refugees successfully, extend basic utility services to the energy poor, while reaching emission reduction goals, and support small, minority-owned, or women-led businesses and local entrepreneurs.
- We also know that the place-based adoption of technologies requires an enabling environment that includes innovative local policies about how to use resources, engage citizens, organise and plan, and set priorities that can secure the buy-in from all.
- We are convinced that technology is transforming how citizens interact with local and national leaders and their government. We also know that information flows easier, faster and at greater volume and with the appropriate tools and policies in place, can hold us better to account and allows us to do better with less, and make a difference faster.

Taking into account our specific local and national contexts, we, **Champion Mayors**, herein commit to work closely with communities, citizens, NGOs, businesses, stakeholders and other levels of government in three main areas to upscale our efforts to fight inequalities and foster inclusive growth in our cities: i) **social innovation**, ii) **technological innovation** and iii) **public sector innovation**.

First, we, will accelerate our efforts to design and implement ambitious **social innovation strategies to create a local fertile ecosystem in which social innovation can flourish**, in addition to our core policies to improve the welfare and well-being of individuals and communities. In particular, we endeavour to:

- Promote new ways to deliver **local public services**, both extending existing services and developing new relevant services that reach low-skilled individuals and disadvantaged families who often face inter-generational poverty, and to respond to needs of new local businesses and jobs.
- Develop new and efficient ways to finance and provide **social and community services** for disadvantaged groups and elderly such as health care, nursing services, barrier-free housing and home care.
- Promote **social innovation** for instance through incubators and training, and work to establish a **fertile ecosystem for innovation** to flourish, that encourages flexibility, experimentation and up-scaling.
- Ensure that those left behind are targeted with customised **employment and activation programmes** that are adaptable, relevant and respond to the new needs of the local labour market.
- Provide the enabling legal, fiscal, and regulatory environment to support **social enterprises and social entrepreneurs** including for instance through social clauses in local public procurement procedures, and raise the awareness about their contribution to local economy and citizen well-being.

Second, we, endeavour to leverage the full potential of **technological and digital innovation to build the smart cities of the future** and ensure their contribution to better well-being outcomes for all our residents as part of a collaborative, multi-stakeholder process across sectors. In particular, we will strive to:

- Explore how to enhance embracing **smart urban solutions** across different sectors such as energy, water, transport, solid waste, health, land use, but also to expand service delivery to underserved communities.
- Leverage digitalisation to deliver more efficient, sustainable, affordable and inclusive **local public services** and urban environments for instance real-time data, electronic congestion tolls, smart parking systems, IoT sensors, smart contracts, amongst others.
- Ensure that **new technology in public transport** (e.g. app-based ride services and shared mobility) are inclusive including to those with reduced mobility and those in underserved communities.



- Anticipate the future arrival of **automatic and driverless vehicles** and ensure that they are integrated into the mobility profile of cities with safety as the highest priority
- **Take advantage of technologies** that help better manage and visualise city investments, housing development, and predict potential areas at risk of limited access to services and opportunity, and plan accordingly. This includes for instance forecasting potential housing price increases in low-income areas signalling potential gentrification with displacement.
- Enhance efforts to collect and use **data** to improve accessibility of job opportunities, public services, green, cultural and leisure spaces in our cities and metropolitan areas.
- Encourage new approaches to **re-training and upskilling workers** and to prepare young people for jobs of the future, and mitigate the impact of automation and digitalisation on the local labour market.
- Leverage the potential of data innovation, including **smart, big, open and geospatial data**, to ground urban policy decisions in up-to-date and quality information and evidence, while safeguarding the privacy of individuals.
- Recognise that **tech-driven solutions** are as important to the poor as they are to the affluent, by exploring not only the potential benefits but also the **challenges**, linked with artificial intelligence, automation and disruptive technologies on marginalised and disadvantaged groups, and address them.
- Adopt appropriate local **regulation** for the sharing and gig economy to further employment security, protect the public interest and workers' social safety nets.
- Strengthen the **monitoring and evaluation** of local policies to demonstrate how smart cities can improve administrative processes, engage citizens better, build trust in city leaders and shape better lives and outcomes for residents.

Third, we, endeavour to leverage the full potential of **public sector innovation** to accelerate the uptake of new processes, practices and approaches in cities of all size. In particular, we will endeavour to:

- Promote a culture of innovation within our administration that incentives experimentation and risk taking; build the local capacity through dedicated **goals, strategies, staff, and budget**, to advance our social agendas in our policies.
- Promote an agile and flexible **city governance** through innovative collaborative tools, partnerships or forms of contracts that put the interest of local residents at the centre, including through inter-municipal collaboration and public-private partnership.
- Reinforce strategic management and innovation capabilities of **local public officials** to design and implement integrated urban strategies that match the complexity of current and future challenges.
- Promote new and broader forms of **citizen engagement** to put local residents at the centre of policy planning, design and implementation by engaging community in decision-making regarding public spaces and infrastructure choice through citizen councils, use of technology, citizen monitoring and public innovation labs.
- Explore innovative **participatory budgeting** for citizens to have a say on how public funds are spent, in particular concerning programmes and infrastructure projects pursuing inclusive objectives.



- Promote **sustainable public procurement** combining economic, social and environmental objectives, to create and shape local markets with an inclusive and green growth lens, change consumption and production patterns and transition from linear to circular economies in shared responsibility with business and citizens.
- Promote the uptake of **innovative financial mechanisms** including land based finance tools, infrastructure funds and sustainability bonds to finance public spaces, urban infrastructure, neighbourhood development and affordable housing creation.

To support and accelerate Mayors' efforts to leverage the full potential of innovation for inclusive growth in cities, we call upon the OECD to pursue its efforts to:

- Continue to **raise the profile and role of cities** in the broader OECD Inclusive Growth agenda, and echo the Mayors' voices throughout the OECD fora and platforms, to bridge the constituencies of local and national governments.
- Facilitate **peer-learning** across Champion Mayors, with upper and lower levels of government, and with urban stakeholders at large to learn from success stories and pitfalls to avoid.
- Build and expand the **evidence base** on how social, technological, digital and public-sector related innovation practices in cities can deliver better outcomes for residents, and disseminate the findings to local and national decision-makers to guide public action.
- Provide **targeted support to cities** at political and technical levels to advance their inclusive growth through policy dialogue recommendations and action plans, and customised guidance on how to better mainstream inclusion into local planning, strategies and investment priorities.
- Continue to develop the online Champion Mayors platform and disseminate **user-friendly tools** that can support and accelerate cities' innovation capacity such as cross-city surveys, city snapshots, checklists, best practice repositories or self-assessment frameworks.

We count on the OECD and the supporting institutions of the Champion Mayors Inclusive Growth Initiative [Bloomberg Philanthropies, Brookings Institute, Cities Alliance, C40 Cities Climate Leadership Group, Ford Foundation, ICLEI, National League of Cities, UCLG and United Way Worldwide] to lead the way and facilitate the uptake of innovation to design better local policies for better lives.