

# FOURTH MEETING OF THE OECD Champion Mayors for Inclusive Growth

## HIGHLIGHTS



## **ABOUT CFE**

The OECD Centre for Entrepreneurship, SMEs, Regions and Cities provides comparative statistics, analysis and capacity building for local and national actors to work together to unleash the potential of entrepreneurs and small and medium-sized enterprises, promote inclusive and sustainable regions and cities, boost local job creation, and support sound tourism policies.

[www.oecd.org/cfe](http://www.oecd.org/cfe) @OECD\_local

## **© OECD 2019**

This paper is published under the responsibility of the Secretary-General of the OECD. The opinions expressed and the arguments employed herein do not necessarily reflect the official views of OECD member countries. This document, as well as any statistical data and map included herein, are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.

## BACKGROUND

As part of the OECD Inclusive Growth Agenda, the OECD Champion Mayors Initiative was created in March 2016 to provide mayors with a unique platform in the global debate on inequality and inclusive growth.

Three years after the launch of the Initiative, Champion Mayors continues to elevate the voice of mayors as global leaders and enables them to share opportunities and lessons in scaling up policies, practices and solutions in cities.

In particular, the coalition is looking at advancing local policy innovations in education, labour markets and skills, housing and the urban environment, and infrastructure and public services to ensure that no one is left behind.

## INTRODUCTION: MAYORS REUNITE IN ATHENS TO CHARTER THE ROAD TO MOVE FROM VISION TO ACTION

On 18th March, Mayors, city representatives and supporting institutions were welcomed in Athens by **Georgios Kaminis, Mayor of Athens, Greece and Angel Gurria, Secretary General of the OECD** for the Fourth Meeting of OECD Champion Mayors for Inclusive Growth in Cities.

Mayors gathered at Athens City Hall to discuss how they are **leveraging social, public sector and technological innovation to advance their inclusive growth agendas and enhance resident well-being.**

**Urban** (social, technological and public sector) **innovation** can serve as a tool to help cities generate solutions to address pressing and emerging economic, social and environmental challenges and where possible, **transform megatrends into opportunities to build more inclusive, resilient and sustainable cities.**



Georgios Kaminis, **Mayor of Athens**, and Angel Gurria, **Secretary-General of the OECD**

OECD research shows that income inequalities in cities tend to be higher, by about 3.3% compared to the rest of the country and wage gaps amongst the high and low skilled become more noticeable in urban areas.

Inequality affects individual well-being and harms economic growth as a whole. It creates conditions under which life outcomes are disproportionately determined by socio-economic status, gender, age or the places where people live.

Cities bring together resources, services and opportunities, but they also intensify inequalities. The OECD Champion Mayors is a response to rising disparities in income, education, health, as well as urban services, benefits and employment opportunities in cities.

Cities are most directly affected by fast-changing **global megatrends** such as globalisation, demographic shifts, climate change and digitalisation. As public policies need to adapt and find innovative ways to meet ongoing challenges, **mayors have a key role to play in making inclusive growth a reality.**



Champion Mayors in Athens City Hall, Fourth Meeting of the OECD Champion Mayors

Nevertheless, the capacity of the local public sector to leverage the full potential of innovation and manage policy trade-offs varies both within and across advanced and emerging countries. The **technological revolution** may boost smarter urban solutions and could contribute to well-being outcomes for residents, but it also puts some jobs at risk of automation, further exacerbates the digital divide, raises privacy concerns and challenges urban security.

# LESSONS AND INSIGHTS FROM CITIES ON INNOVATION CAPACITY

Many local governments are **rethinking how they design and implement policies**. Cities encounter many organisational and administrative barriers that obstruct their efforts to innovate. Such challenges highlight the need for cities to invest in boosting their innovation capacity to have greater impact.

The **OECD and Bloomberg Philanthropies** surveyed **89 cities** of all sizes around the world on how they are developing their capacity to innovate and to what extent innovation improves resident well-being.

## Who responded



A majority of respondents reported that innovation efforts are helping their cities **improve residents' well-being, service delivery and internal government operations**. **Ahmed Aboutaleb, Mayor of Rotterdam** (The Netherlands), is currently experimenting with **citizen-driven policy design to facilitate resident engagement** and ownership over solutions and processes that improve the quality of social services.



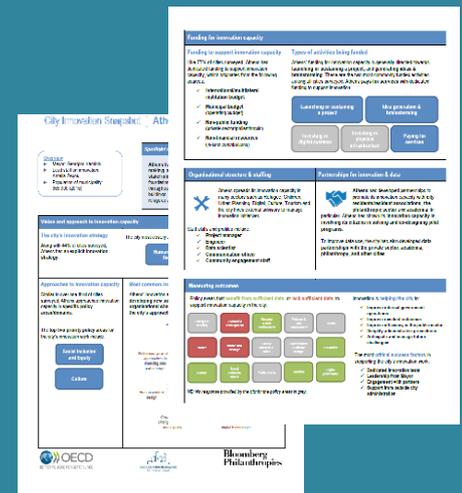
Georgios Kaminis, **Mayor of Athens**; Angel Gurría, **Secretary-General of the OECD**; James Anderson, **Director of Government Innovations at Bloomberg Philanthropies**; and Lamia Kamal-Chaoui, **Director of the OECD Centre for Entrepreneurship, SMEs, Regions and Cities**

**Reykjavik** (Iceland) stands out for generating resources and **Mayor Dagur Eggertsson** explained that innovative financial tools, such as land value capture, were being used to finance infrastructure upgrades of schools, transport and public squares. **Ricardo Rio, Mayor of Braga** (Portugal), stressed that peer-to-peer learning and access to data are needed to improve results and replicate initiatives such as their provision of free dental care for low-income families.

The session concluded as **James Anderson, Director of Government Innovations at Bloomberg Philanthropies** reiterated the enabling factors for effective innovation: a focus on measurement, a dedicated staff for innovation and strong leadership.

TO LEARN MORE ABOUT HOW CITIES ARE APPROACHING INNOVATION

CHECK OUT CITY INNOVATION CAPACITY SNAPSHOTS



WHAT'S NEXT WITH THE OECD WORK ON INNOVATION?



Investigating how innovation in public sector improves well-being



Going deeper on data and learning how cities produce and use data



Developing a set of **policy recommendations** for mayors to get innovation strategies right



A joint **OECD/Bloomberg Innovation Data Platform**



## URBAN CAFÉ N. 2 PUBLIC SECTOR INNOVATION

The second round of discussions focused on **public sector innovation**. Participants discussed how cities are developing new ways of functioning to improve citizen well-being and deliver better public outcomes.

Local leaders are key in promoting and creating an ecosystem and culture in which innovation thrives. Some cities are investing in **organisation design** and **experimental governance**. For instance, **Mauricio Valiente, Deputy Mayor of Madrid** (Spain), is promoting open government initiatives and multi-actor collaboration to boost the local economy and promote entrepreneurship. **Miguel Anxo Fernández Lores, Mayor of Pontevedra** (Spain), is creating a more liveable city by considering access to public spaces as a basic human right. **Mayor Gleam Davis** in **Santa Monica** (United States) is building the city's first sustainable municipal building showing that the public sector can also be an active participant in the fight against climate change.

Cities increasingly acknowledge the need to place citizens at the centre of policy-making, with some of them taking the lead in this regard. **Virginio Merola, Mayor of Bologna** (Italy), shared that the city is experimenting with participatory research labs to encourage communication and community visioning. **Gotzone Sagardui, Vice Mayor of Bilbao** (Spain), has developed a charter of values that encourages inclusive development of the city. **Marie-Louise Rönnmark, Mayor of Umeå** (Sweden), has invested in education and culture to promote citizen engagement and gender equality. These local authorities are not only promoting active citizenship but also encouraging the co-production of solutions and ways forward in their cities.

**George McCarthy, President and CEO** of the **Lincoln Institute of Land Policy** offered that innovation happens through integration and collaboration, and a key element to a better public sector is introspection. This allows local government to rethink their means to deliver better public outcomes. He also reflected on the duality of the public sector's role as a follower and leader "to follow by pursuing the public will and to lead cities to better places".

### A SAMPLE OF THE ATHENS ROAD MAP: PUBLIC SECTOR INNOVATION

- Promote **open government** initiatives to expand and facilitate access to public information, increased transparency and accountability of decision-makers, as well as instances of co-creation of public policies.
- 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.

## URBAN CAFÉ N. 3 TECHNOLOGICAL & DIGITAL INNOVATION

The third and last Urban Café focused on how to leverage **technological** and **digital innovation** to address inequalities in service delivery in cities.

**Annette Tabbara, State Secretary of Hamburg** (Germany), shared that through various 'Intelligent Transport Systems' projects, the city is building a more inclusive and sustainable transportation network, which favours links with other sectors such as housing, mobility and air quality. **Craig Cheney, Deputy Mayor of Bristol** (United Kingdom), explained that their participation in an EU-funded smart city project is helping the city develop smart city solutions that can be scaled up and replicated. Bristol is also working on making energy equipment 'smart' in order to increase energy efficiency.

Through strategic long-term planning, **Masashi Mori, Mayor of Toyama** (Japan), is leveraging innovative technology and efforts from multiple stakeholders to better prepare residents for natural disasters and demographic challenges. This is possible with the help of an app that provides citizens real-time information on transportation and safety concerns.

**Mohamad Maliki Osman, Mayor of the South East District** (Singapore), underlined the need to embrace technology as an enabler for economic growth, while noting associated risks and social implications such as cybersecurity and digital exclusion. Given Japan's rapidly ageing society, **Sōichirō Takashima, Mayor of Fukuoka** (Japan), explained how the city is using smart urban delivery to address social services such as health and care services for the elderly.

Closing the session, **Vincent Fouchier, Chair of the OECD Working Party on Urban Policy**, stressed technological and digital innovation could serve as a crucial tool to promote inclusive growth and citizen well-being. However, the associated risks and social implications should be thoroughly examined. The Chair also reiterated the need to put residents at the heart of digitalisation and smart cities to ensure that cities work for all of their inhabitants.

### A SAMPLE OF THE ATHENS ROAD MAP: TECHNOLOGICAL & DIGITAL INNOVATION

- 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) is both inclusive and sustainable including to those with reduced mobility and those in underserved communities.

# LIST OF PARTICIPANTS

## MAYORS

**Georgios Kaminis**  
Mayor of Athens, Greece

**Virginio Merola**  
Mayor of Bologna, Italy

**Richard Mallié**  
Mayor of Bouc Bel Air and Vice-President of Aix-Marseille-Provence Metropole, France

**Ricardo Rio**  
Mayor of Braga, Portugal

**Gábor Tamás Nagy**  
District Mayor of Budapest, Hungary

**Mohamed Sefiani**  
Mayor of Chefchaouen, Morocco

**Alicia Borja Rodríguez**  
Mayor of Curridabat, Costa Rica

**Sōichirō Takashima**  
Mayor of Fukuoka, Japan

**Susan Aitken**  
Mayor of Glasgow, UK

**Renán Barrera Concha**  
Mayor of Mérida, Mexico

**Miguel Anxo Fernández Lores**  
Mayor of Pontevedra, Spain

**Rui Moreira**  
Mayor of Porto, Portugal

**Luis Mella**  
Mayor of Quillota, Chile

**Claudio Castro**  
Mayor of Renca, Chile

**Dagur Bergþóruson Eggertsson**  
Mayor of Reykjavik, Iceland

**Ahmed Aboutaleb**  
Mayor of Rotterdam, Netherlands

**Gleam Davis**  
Mayor of Santa Monica, US

**Basílio Horta**  
Mayor of Sintra, Portugal

**Mohamad Maliki Osman**  
Mayor of South East, Singapore

**Marc-Alexandre Brousseau**  
Mayor of Thetford Mines, Canada

**Masashi Mori**  
Mayor of Toyama, Japan

**Marie-Louise Rönmark**  
Mayor of Umea, Sweden

## VICE MAYORS

**Gotzone Sagardui**  
Vice Mayor of Bilbao, Spain

**Craig Cheney**  
Deputy Mayor and Councillor of Bristol, UK

**Dr. Annette Tabbara**  
State Secretary, Plenipotentiary of the Free and Hanseatic City of Hamburg to the Federation, the European Union and for Foreign Affairs, Germany

**Mauricio Valiente**  
Deputy Mayor of Madrid, Spain

**Samo Peter Medved**  
Deputy Mayor of Maribor, Slovenia

**Anna Scavuzzo**  
Vice Mayor of Milan, Italy

**Aleksi Jäntti**  
Vice Mayor of Tampere, Finland

## CITY REPRESENTATIVES

**Gunnar Björkman**  
Director of Innovation, Stockholm, Sweden

**Marnie McGregor**  
Director of Intergovernmental Relations and Strategic Partnerships, Vancouver, Canada

**Omar Al-Rawi**  
Member of City Council and Regional Parliament, Vienna, Austria

## PARTNERS & SUPPORTING INSTITUTIONS

**Bloomberg Philanthropies**  
James Anderson, Government Innovation Programs, Director

**C40**  
Stelios Diakoulakis, Deputy Regional Director for Europe

**European Union**  
Corina Crețu, Commissioner for Regional and Urban Policy

**Lincoln Institute of Land Policy**  
George McCarthy, President and CEO

**OECD Working Party on Urban Policy Chair**, Vincent Fouchier

**United Cities and Local Governments**  
Emilia Sáiz, Secretary-General

**United Way Worldwide**  
Brian Gallagher, President and CEO

**World Resources Institute Ross Center for Sustainable Cities**  
Leo Horn-Phathanothai, Head of London Office & Director of Strategy and Partnership

## OECD

**Angel Gurría**  
Secretary-General

**Ulrik Vestergaard Knudsen**  
Deputy Secretary-General

**Lamia Kamal-Chaoui**  
Director, Centre for Entrepreneurship, SMEs, Regions and Cities

**Joaquim Oliveira-Martins**  
Deputy Director

**Aziza Akhmouch**  
Acting Head of Division, Cities, Urban Policies, and Sustainable Development

**Kate Brooks**  
Community Manager and Content Editor

**Delphine Clavreul**  
Counsellor

**Oscar Huerta Melchor**  
Project Manager, Urban Policies and Reviews

**Francois Iglesias**  
Communications and Publications Co-ordinator

**Soo-Jin Kim**  
Head of Unit, Urban Policies and Reviews

**Pilar Philip**  
Publications and Events Co-ordinator

**Sena Segbedzi**  
Acting Co-ordinator, OECD Champion Mayors for Inclusive Growth

**Laura Valdés Cano**  
Junior Policy Analyst

**Natalia Altman**  
Junior Policy Analyst

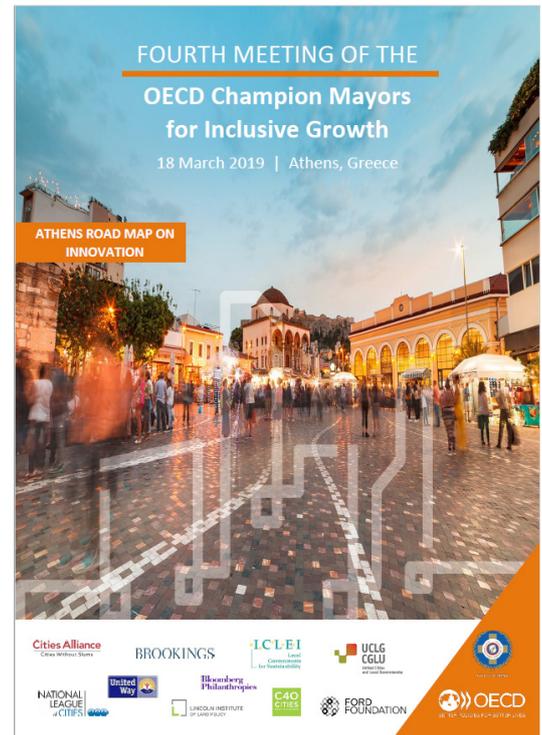
**Vu Tran**  
Intern

**Sam Whittlesey**  
Intern

## BACKGROUND OF THE ATHENS ROAD MAP

Building on the proposals put forward 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), Champion Mayors endorsed the [Athens Road Map on innovation for Inclusive Growth in cities](#).

The Athens Road Map charts ways forward for cities to **leverage innovation - to bolster their inclusive growth agendas**. It was developed in consultation with Champion Mayors as the Initiative's supporting institutions: Bloomberg Philanthropies, Brookings Institute, Cities Alliance, C40 Cities Climate Leadership Group, Ford Foundation, ICLEI – Local Governments for Sustainability, Lincoln Institute of Land Policy, National League of Cities, UCLG - United Cities and Local Governments and United Way Worldwide.



## 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 identifying existing policies that generate inequalities, as well as 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 approaches 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 neighbourhoods, distribute the benefits and costs of urbanisation more equitably, 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 and marginalised communities. We will continue to strengthen the commitments on our efforts, ensure local institutions have the resources to act, assess our actions, and monitor impact.

Going forward collectively, 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, climate change and depletion of natural resources, demographic change including urbanisation, as well as migration and ageing populations, raise unparalleled challenges, but also opportunities at global, national and local levels that require innovative and fiscally sustainable 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 and institutional practices to mitigate them.

With the *Athens Road Map: 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, access to opportunity is equitable, and well-being is expanded to all segments of society.

- *We believe that innovation can support ambitious actions to address housing affordability, ensure fair allocation of development benefits across social groups, 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 people-centric and 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 public and private institutions accountable 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, academia, 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** 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:

### SOCIAL INNOVATION

- Promote new ways to extend and deliver existing local public services and develop new relevant services that reach underserved areas of our cities.
- Respond to the needs of new local businesses by developing targeted local employment policies that connect low-skilled individuals and disadvantaged groups.
- 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.
- Promote financial models forms that encourage social economy including those which engage citizens through cooperatives or other forms of social enterprises in areas such as affordable housing, decentralised renewable energy, food production and distribution.

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:

## TECHNOLOGICAL & DIGITAL INNOVATION

- Explore how to effectively embrace and plan for sustainable 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 without overdepleting resources.
- 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) is both inclusive and sustainable including to those with reduced mobility and those in underserved communities.
- Anticipate the future arrival of automatic and driverless vehicles and potential impacts when integrating them into the mobility profile of cities with safety as the highest priority. This would include anticipating and capitalising upon changes in land use, housing and transportation patterns triggered by smart urban solutions.
- 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.
- 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 and fiscal 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:

### PUBLIC SECTOR INNOVATION

- Promote a culture of innovation within our administration that incentivises experimentation and risk taking; build the local capacity through dedicated goals, strategies, staff, and budget, to advance our social agendas in our policies. This includes attracting the human and fiscal resources to implement the range of policies, programs and projects designed to promote inclusion and growth with equity.
- Promote the uptake of innovative financial mechanisms based on sound valuation practices, which includes considering a range of land based finance tools, infrastructure funds and sustainability bonds to finance public spaces, urban infrastructure, neighbourhood development and affordable housing creation.
- Promote an agile and flexible model of 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.
- Promote open government initiatives to expand and facilitate access to public information, increased transparency and accountability of decision-makers, as well as instances of co-creation of public policies.
- 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.

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 Mayors' voices in 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.
- Help translate mayors' inclusive growth aspirations and commitments laid out in the Athens Road Map, Seoul Implementation Plan, Paris Action Plan, and New York Proposal into concrete targets and outcomes, and provide tools and guidelines to help us better track cities' efforts
- 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 – Local Governments for Sustainability, Lincoln Institute of Land Policy, 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.



Champion Mayors in Athens City Hall,  
Fourth Meeting of the OECD Champion Mayors



**OECD Champion Mayors  
for Inclusive Growth Initiative**

[www.oecd-inclusive.com/champion-mayors](http://www.oecd-inclusive.com/champion-mayors)

 @OECD\_local #ChampionMayors