PROCEEDINGS

Second meeting of Champion Mayors for Inclusive Growth

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Champion Mayors gather in Paris
to turn commitment into concrete action

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Eight months after the launch of the **OECD Champion Mayors for Inclusive Growth initiative** with Mayor Bill de Blasio at the Ford Foundation Headquarters in New York, 26 Champion Mayors gathered in Paris at the invitation of Mayor Anne Hidalgo to transform their shared commitment into concrete actions in the fight against rising inequalities.

The **OECD Champion Mayors** initiative was created to provide mayors with a unique platform in the global debate on inequality, enabling them to share their perspectives and experiences with national governments and other key stakeholders.

It is a response to the global urgency to address inequalities in income, health, jobs and education, which have been on the rise in many countries. OECD research shows that the gap between the rich and the poor is higher in cities compared to their respective national average – and income inequality tends to be higher in larger cities. Across the OECD, cities like Copenhagen, Brussels, Paris and Santiago all record the highest Gini coefficients in their country.[1]

OECD work has also demonstrated increasing divides between communities, as highly skilled workers and the employers who seek them are drawn to well-off cities and districts, while other places are left behind. [2]

1| OECD (2016), *Making Cities Work for All*, OECD Publishing, Paris. 2| OECD (2016), *Job Creation and Local Economic Development,* OECD Publishing, Paris. 3| OECD (forthcoming), *Latin American Outlook*, OECD Publishing, Paris. 4| OECD (2016), *African Economic Outlook*, OECD Publishing, Paris.

Inequalities loom especially large in developing and emerging economies, which face unprecedented urbanisation rates and persistently high poverty rates. Latin America is one of the most urbanised regions in the world, with around 80% of the population living in cities.[3] In Africa, the number of people living in cities has almost doubled in 20 years, and is expected to double again in the next two decades.[4]

In these regions and around the world, making urbanisation work for all will be imperative to the success of recently adopted global agendas that aim to build a more sustainable, inclusive planet.

These topics were on the minds of many as they gathered in Paris for the second meeting of Champion Mayors. Building on the *New York Proposal for Inclusive Growth in Cities* delivered in March, Champion Mayors took their partnership one step further in Paris by endorsing the *Paris Action Plan for Inclusive Growth in Cities.* The *Paris Action Plan* was developed in consultation with Champion Mayors from 50 cities worldwide as well as institutional partners from the Brookings Institution, Cities Alliance, C40 Cities Climate Leadership Group, ICLEI, National League of Cities, United Cities and Local Governments, and United Way Worldwide.

The *Paris Action Plan* sets out a series of concrete measures – in the realms education and training systems; labour markets; housing and the urban environment; and transport and public services – that can help ensure that cities offer everyone a shot at success.

Launch of the *Paris Action Plan for Inclusive Growth in Cities*

From left to right: Darren Walker, President of the Ford Foundation; Anne Hidalgo, Mayor of Paris; Angel Gurría, OECD Secretary-General

Angel Gurriá, Secretary-General of the OECD

"Many people in our societies feel left out and left behind. Cities need to be at the heart of the fight for inclusive economies. They cannot continue to be built in a way in which a selected few prosper, while others languish on the margins."

Anne Hidalgo, Mayor of Paris

"Why say yes to the coalition of Champion Mayors? Because despite pessimistic findings, together we can find optimistic messages. The OECD says that there is no future for business if there is no social inclusion, or if poverty is ignored."

Darren Walker, President of the Ford Foundation

"Cities need to be at the heart of the research agenda and how we solve problems. Mayors must be on a global stage. When national governments are in a quagmire, cities still need to function. It is about putting people at the centre of innovative strategies to better the future of our cities and their citizens."

From left to right: Angel Gurría, OECD Secretary-General; Anne Hidalgo, Mayor of Paris; Virginia Raggi, Mayor of Rome; Darren Walker, President of the Ford Foundation; Khalifa Sall, Mayor of Dakar.

Khalifa Sall, Mayor of Dakar (Senegal)

"Cities need to be built so that each person has his place and his fair share."

Mayor Sall emphasised two kinds of infrastructure needed to build more inclusive cities:

- *Human resources*: well-educated, well-skilled, healthy people who can be actors in development.
- *Participative governance* for, by and with the citizens.

The fifty years' difference between the development of industrialised and emerging nations can be considered a bonus for developing countries. Pending financial access, new technologies and fresh eyes are helping cities from emerging market economies overcome the challenges to build more inclusive cities with the modern tools available for communication, information, transport and the environment.

Virginia Raggi, Mayor of Rome (Italy)

"The network of Champion Mayors is essential to face the global challenges and to find common solutions to remediate them."

Mayor Raggi is looking to make Rome a capital of modernity without reneging its past. By controlling the spatial expansion of the city, fighting climate change, and promoting social inclusion, her administration aims to make Rome's historical and cultural heritage accessible to all citizens.

Paris Action Plan for Inclusive Growth in Cities
From Ambition to Implementation

Building on the **New York Proposal for Inclusive Growth in Cities**, the **Paris Action Plan for Inclusive Growth in Cities** was developed through an extensive consultation with subject matter experts across the OECD (including education; employment; social affairs; regional, local, and urban development; housing; public governance; transport; and development), the Supporting Institutions of the Champion Mayors for Inclusive Growth Initiative (including the Brookings Institution, Cities Alliance, C40 Cities Climate Leadership Group, ICLEI, National League of Cities, UCLG and United Way Worldwide), and the 50 Champion Mayors who have joined this global coalition.

THE PARIS ACTION PLAN
FOR INCLUSIVE GROWTH IN CITIES

Preamble

On 29 March 2016, 47 Mayors from around the world signed on to the *New York Proposal for Inclusive Growth in Cities* as a symbol of their commitment to address rising inequalities within our society. The OECD *Champion Mayors for Inclusive Growth* initiative has been launched in partnership with the Ford Foundation and with support from Brookings Institution, Cities Alliance, C40 Cities Climate Leadership Group, ICLEI, National League of Cities, UCLG and United Way Worldwide. By joining the global coalition of Champion Mayors for Inclusive Growth, we have agreed to champion an Inclusive Growth agenda in our city, region, country and across the world; to work together to advance this agenda and share best practices; and to help shape a policy roadmap to achieve more Inclusive Growth in cities worldwide.

This *Paris Action Plan for Inclusive Growth in Cities* is the next step forward to transition from ambition to implementation. We, Champion Mayors, will take concrete actions to tackle the gap between the rich and poor in four policy domains: 1) education, 2) labour markets and skills, 3) housing and the urban environment, and 4) infrastructure and public services. Within each of these areas, we recognise that ensuring growth that is both inclusive and sustainable will require addressing inequality and climate change in tandem.

We acknowledge the need to agree on a shared set of general principles to advance Inclusive Growth, including an appreciation of diversity in all of its forms, such as gender, social and ethnic background, age and abilities. At the same time, universal ambitions must be adapted to the specific conditions of each city. We also recognise that the competencies of local governments in these policy domains differ across countries, and that local initiatives operate within broader regional and national policy frameworks. Nevertheless, in many instances, we do have a role in the design, delivery and/or funding of initiatives in these policy domains.

1 | Promoting an inclusive education system, which expands opportunities for people of all ages and backgrounds to develop their human capital, acquire relevant skills and improve their employment and overall life prospects.

- **We will work to ensure access to high quality education for all people in our city, regardless of social background.** As educational outcomes can vary significantly among and within cities, this is an indispensable pillar for Inclusive Growth. We acknowledge that committing to high quality education for all and promoting a more level educational playing field will demand a focus on quality teachers, supporting disadvantaged students, addressing social and spatial segregation in education, and investing in the physical space (the schools and buildings) in which people learn. It also includes expanding access to tertiary education, particularly for the most vulnerable, increasing remedial and second-chance opportunities, and ensuring that children's other needs are addressed (nutrition, health, etc.) so they can come to school ready to learn.

- **We recognise the diverse and numerous benefits of investing in Early Childhood Education and Care (ECEC).** These include boosting social, educational and economic outcomes in the long term; supporting parents in reconciling work and family responsibilities and boosting female labour market participation; and acting as a lever to even out social inequalities by providing every child with the opportunity to fulfil their potential. We will take concrete steps to work with relevant authorities to make high quality early years' education available, accessible and affordable for all urban residents.

- **We will support investments in life-long learning and skills development, to ensure all people are equipped with the right skills for the labour markets of the future**, and pursue strategies to tackle skills mismatch in our local labour markets. Low-skilled and low-income individuals and other groups face significant labour market barriers, and rapid technological and digital change means that individuals unable to invest in training or retraining may be at an even greater risk of being left behind. We recognise the need for policies to help equip adults, including older workers, with the soft skills (e.g. teamwork, communication, critical thinking) and hard skills (e.g. technical competencies) they will need for the labour markets of today and tomorrow – for instance by focusing on improving proficiency with technology and computers, creating more opportunities for individuals to up-skill and re-skill throughout their working lives, and ensuring that people are able to put their skills to good use in the workplace.

- **We will work to ensure that all people have the skills and knowledge needed to meaningfully participate in public life.** This includes integrating policy and civics, climate science, and innovation education into our education and training systems**.**

2 | Promoting an inclusive labour market, in which women, youth, seniors, immigrants, people with disabilities, and people of all social and ethnic backgrounds have access to quality employment opportunities.

- **We will work to develop targeted strategies for populations who need extra support to be integrated into the labour market,** working in partnership with firms and relevant economic and educational stakeholders. We recognise that initiatives should be tailored to meet specific needs and could include, as feasible: improving childcare support and facilitating more egalitarian parental leave policies; working with partners to ensure that education and training systems equip young people and those re-skilling with relevant skills for the labour market; enhancing labour market opportunities for people with disabilities; and making education and training programmes more accessible to low-wage working adults who aspire to higher-wage jobs.

- **We will work to improve the quality of jobs, particularly for low-wage or low-skilled workers**. This could include developing career pathways that support progression; addressing in-work poverty (including but not limited to living wage campaigns), tackling informal employment; working with employers to expand in-work training, and improving working conditions, including the safety, quality and accessibility of working environments where needed. We will also partner with employers to spread business practices that result in higher-productivity and higher-wage jobs, and support sustainable production and consumption. Finally, we will work to ensure that the green economy and climate action investments promote quality jobs.

- **We will work to facilitate the integration of migrants and refugees in our cities and our societies**, given the large proportion of migrants that settle in urban areas and in recognition that migrants and refugees are assets for a productive, innovative, and inclusive society. This may include efforts to promote their employability through recognition of equivalent skills and certifications and language training; creating pathways to entrepreneurship; and supporting access to housing, education opportunities, healthcare and other essential services. We also recognise that specific policies may be needed to support recent refugees, who face particular labour market challenges.

3 | Building more inclusive urban environments, which provide quality, affordable housing in safe, healthy neighbourhoods for all segments of the population.

- **We will develop a comprehensive strategy to boost housing affordability and availability**, which may include: implementing supply-side and demand-side measures that target both owner-occupied and rental housing; contributing, where relevant, to social housing policies and programmes; adopting strategies to make the existing housing stock more affordable and energy-efficient; and creating incentives and/or removing barriers to new affordable housing development, including in the planning and zoning system. Where shortage of public land and local finances pose challenges, innovative strategies may be needed (e.g. inclusionary zoning systems, public-private partnerships).

- **We will pursue integrated strategies to improve quality of life and well-being in urban neighbourhoods,** particularly in disadvantaged neighbourhoods and/or areas that may be characterised by high levels of social segregation. We will aim to avoid concentrating low-income populations in certain areas of the city or metropolitan area. We will take an integrated approach to addressing these issues where they already exist, which may include both improving living conditions and access to quality services within disadvantaged neighbourhoods, and supporting residents who wish to move to higher opportunity neighbourhoods.

- **We will link planning and investment for housing and infrastructure (particularly transport)** to ensure that all parts of the metropolitan area have access to quality, affordable housing, key public services (like healthcare, transport, parks and recreation spaces, etc.), and economic opportunities. We will work with neighbouring jurisdictions, other levels of government and relevant public and private authorities to guide decisions around housing, urban development, and transport infrastructure and regulation within the broader metropolitan area.

- **We will aim to tackle housing exclusion and homelessness** by developing strategies that combine the provision of housing with integrated health and social care support. We will seek to align housing support at local level with the broader social benefits landscape, and take the needs of seniors into account when designing housing policies.

4 | Ensuring access to quality infrastructure and public services that are climate friendly and sustainable.

- **We will improve access to other vital services and infrastructure** – including water, energy, information and communication technology, and sanitation – as an essential means of fostering economic growth and social inclusion. We will work with relevant partners to increase the affordability and accessibility of essential services, including ensuring greater access to water services, protecting against water risks and reducing energy poverty.

- **We will enhance accessibility to jobs, schools, shops and cultural and recreational spaces in our cities and metropolitan areas.** Concrete strategies may include developing well-integrated sustainable transport systems; prioritising investment to improve conditions for pedestrians, cyclists and public transport users; pursuing affordable and financially sustainable schemes for public transport; integrating transport accessibility and affordability assessment into housing and land-use policy decisions; or implementing efficient pricing frameworks for private vehicles.

- **We will work to ensure that efforts to combat climate change and enhance environmental sustainability and resilience also contribute to more equitable outcomes.** This means putting into place mitigation and adaptation strategies that respect fundamental human rights while promoting environmental integrity, biodiversity and inclusive, sustainable economic growth. We will work to minimise the short term trade-offs between well-intended policies to mitigate climate change and equity objectives, and seize potential synergies where they exist.

- **We will assess the long-term impact of infrastructure investment in urban areas**, taking into account economic, environmental, social, and cultural criteria. We will seek to integrate the social impact of investment in urban infrastructure, notably on low-income populations, in *ex-ante* assessments of infrastructure decisions. We recognise that infrastructure investments must be low- carbon investments, as the "carbon lock-in" which occurs with long-term infrastructure projects represents a threat to cities and their inhabitants, and will work to protect vulnerable populations from the effects of sea level rise and other climate risks.

- **We acknowledge that health outcomes can vary significantly** between and within cities and metropolitan areas, and imply important interactions with income inequality, employment status and education level. In cases in which local governments may provide health care services and assure social protection measures, we will seek to ensure that health services are economically and geographically accessible to all, of high quality, and comprehensive. Particular attention will be paid to public health strategies which fall under local jurisdiction, such as improving health education and investing in health promotion and disease prevention programmes. We will also work to improve environmental health disparities, such as poor air quality that disproportionately affects high poverty communities, and will support climate actions – such as those designed to enhance mobility – that also promote better health.

Pursuing the policies and partnerships to achieve Inclusive Growth in cities

We, Champion Mayors, will develop an explicit and multi-sectoral Inclusive Growth strategy that reflects the unique challenges and policy priorities of our city.

To achieve this, we will aim to coordinate our efforts to advance more Inclusive Growth with national and regional, provincial, and state governments. We recognise the importance of clearly defining and aligning policy objectives across levels of government, policy sectors and corresponding funding streams, and taking into account the potential long-term impacts of a range of local policy decisions on sustainability, resilience and social inclusion.

Key to this is expanding the metrics used to measure policy outcomes, going beyond traditional economic indicators to better take into account measures of well-being, inclusion, and sustainability. Such measures should be defined where they do not already exist, and be taken into account as part of both *ex-ante* and *ex-post* evaluations across each of the four policy pillars described in this plan.

We recognise that Inclusive Growth is not possible without inclusive decision-making, and will work to engage all citizens – regardless of age, abilities, gender or social or ethnic background – and other stakeholders in policy and planning prioritisation and decision-making. We recognise that this will require creating more opportunities for residents to take part in policymaking processes – particularly those residents directly impacted by the programmes and policies in question – as well as working with residents to build the skills and knowledge needed to make informed decisions.

By working in partnership with residents, the private sector, civil society and the social economy, trade unions and business associations, and other relevant stakeholders, we can multiply the impacts of our efforts. Additionally, as the timeline for meaningful change does not necessarily align with electoral cycles, the technical staff in the local governments and all relevant political stakeholders must also be engaged to ensure the longevity and sustainability of this work.

A call to action to support our efforts

We call on the OECD, in partnership with the Ford Foundation and Supporting Institutions, to support these efforts in the following ways:

- **Elevate the voice of Mayors and local governments in the global Inclusive Growth agenda** and highlight the efforts and commitment of Champion Mayors and institutional partners.
- **Facilitate the exchange of good practices among city governments and other key stakeholders (non-profits, business sector) to tackle inequalities across a range of dimensions**. This could be achieved through annual meetings of Champion Mayors, thematic policy dialogues and a global knowledge-sharing web platform.
- **Continue to develop the evidence base**, both in terms of data and indicators to measure the multidimensional nature of urban inequalities, as well as the most effective policy solutions to advance Inclusive Growth.
- **Provide targeted support to cities** to implement, monitor and evaluate their own Inclusive Growth policies, programmes and agendas.

Paris Action Plan for Inclusive Growth in Cities
From Ambition to Implementation

We, the global coalition of Champion Mayors for Inclusive Growth, recognise that our efforts are integral components of broader international agendas that aim to advance more sustainable, inclusive and resilient cities, notably the implementation of the UN-Sustainable Development Goal 11; the recently adopted New Urban Agenda; and the Paris climate agenda.

We will work together to ensure that in cities across the world every member of our society has a shot at success, regardless of background, income, age or ethnic background.

Delivered on 21 November 2016 in Paris

Angel Gurría, Secretary-General, OECD   Darren Walker, President, Ford Foundation

Champion Mayors

Ibrahim Baidoo, Mayor of Ashaiman (Ghana)
Giorgos Kaminis, Mayor of Athens (Greece)
Kasim Reed, Mayor of Atlanta (USA)
William A. Bell, Mayor of Birmingham (USA)
Yvan Mayeur, Mayor of Brussels (Belgium)
Patricia de Lille, Mayor of Cape Town (South Africa)
Frank Jensen, Mayor of Copenhagen (Denmark)
Edgar Mora, Mayor of Curridabat (Costa Rica)
Carlos Moscoso, Mayor of Cuzco (Peru)
Khalifa Sall, Mayor of Dakar (Senegal)
Esther Alder, Mayor of Geneva (Switzerland)
Marco Doria, Mayor of Genoa (Italy)
Dow Constantine, Executive of King County (USA)
Angela Brown Burke, Mayor of Kingston (Jamaica)
Burkhard Jung, Mayor of Leipzig (Germany)
Fernando Medina, Mayor of Lisbon (Portugal)
Eric Garcetti, Mayor of Los Angeles (USA)
Manuela Carmena, Mayor of Madrid (Spain)
Federico Gutiérrez, Mayor of Medellín (Colombia)
Mauricio Vila Dosal, Mayor of Mérida (Mexico)
Miguel Ángel Mancera, Mayor of Mexico City (Mexico)
Betsy Hodges, Mayor of Minneapolis (USA)
Denis Coderre, Mayor of Montreal (Canada)
Johnson Muyanja, Mayor of Mukono (Uganda)

Bill de Blasio, Mayor of New York (USA)
Libby Schaaf, Mayor of Oakland (USA)
Naomi Koshi, Mayor of Otsu (Japan)
Anne Hidalgo, Mayor of Paris (France)
Jim Kenney, Mayor of Philadelphia (USA)
Charlie Hales, Mayor of Portland (USA)
Rui Moreira, Mayor of Porto (Portugal)
Luis Mella, Mayor of Quillota (Chile)
Eduardo Paes, Mayor of Rio de Janeiro (Brazil)
Ahmed Aboutaleb, Mayor of Rotterdam (Netherlands)
Javier Gonzales, Mayor of Santa Fe (USA)
Tony Vazquez, Mayor of Santa Monica (USA)
Park Won-Soon, Mayor of Seoul (Korea)
Basílio Horta, Mayor of Sintra (Portugal)
Karin Wanngård, Mayor of Stockholm (Sweden)
Ron Huldai, Mayor of Tel Aviv-Yafo (Israel)
Fatimetou Abdel Malik, Mayor of Tevragh-Zeina (Mauritania)
Jorge Enrique Astiazarán Orci, Mayor of Tijuana (Mexico)
Jozias van Aartsen, Mayor of The Hague (Netherlands)
Jan van Zanen, Mayor of Utrecht (Netherlands)
Issahaku Nuhu-Putiaha, Mayor of Wa (Ghana)
Hanna Gronkiewicz-Waltz, Mayor of Warsaw (Poland)
Fumiko Hayashi, Mayor of Yokohama (Japan)

Supporting Institutions

Brookings Institution
C40 Cities Climate Leadership Group
Cities Alliance
ICLEI Local Governments for Sustainability

National League of Cities
United Cities and Local Governments
United Way Worldwide

Putting the **Paris Action Plan** into Practice in Cities around the World

Clockwise, from top left: Luis Alberto Mella Gajardo, Mayor of Quillota; Mauricio Vila Dosal, Mayor of Merida; Tony Vazquez, Mayor of Santa Monica; Basilio Horta, Mayor of Sintra; Darren Walker, President of the Ford Foundation, Javier Gonzales, Mayor of Santa Fe; Angel Gurría, OECD Secretary-General; Marco Doria, Mayor of Genoa; Patricia de Lille, Mayor of Cape Town; Giorgos Kaminis, Mayor of Athens; Karin Wanngärd, Mayor of Stockholm.

Champion Mayors took to the floor to share how they are implementing the *Paris Action Plan,* focussing on four policy pillars: education; labour markets; housing and urban development; and transport and public services.

Moderator: **Ian Klaus,** Senior Advisor for Global Cities, U.S. Department of State

Speakers:

Angel Gurría, Secretary-General of the OECD; **Darren Walker,** President of the Ford Foundation
Daniel Yohannes, U.S. Ambassador to the OECD; Chair of the Group of Friends of Inclusive Growth

Giorgos Kaminis, Mayor of Athens (Greece)	**Ahmed Aboutaleb,** Mayor of Rotterdam (Netherlands)
Yvan Mayeur, Mayor of Brussels (Belgium)	**Javier Gonzales,** Mayor of Santa Fe (United States)
Patricia de Lille, Mayor of Cape Town (South Africa)	**Tony Vazquez,** Mayor of Santa Monica (United States)
Edgar Mora Altamirano, Mayor of Curridabat (Costa Rica)	**Park Won Soon**, Mayor of Seoul (Korea)
Khalifa Sall, Mayor of Dakar (Senegal)	**Basílio Horta,** Mayor of Sintra (Portugal)
Esther Alder, Mayor of Geneva (Switzerland)	**Karin Wanngård,** Mayor of Stockholm (Sweden)
Marco Doria, Mayor of Genoa (Italy)	**Fatimetou Abdel Malik,** Mayor of Tevragh-Zeina (Mauritania)
Federico Gutiérrez, Mayor of Medellín (Colombia)	**Thomas Fabian,** Deputy Mayor of Leipzig (Germany)
Mauricio Vila Dosal, Mayor of Mérida (Mexico)	**Marta Higueras,** First Deputy Mayor of Madrid (Spain)
Anne Hidalgo, Mayor of Paris (France)	**Mehereta Baruch Ron**, Deputy Mayor of Tel Aviv (Israel)
Rui Moreira, Mayor of Porto (Portugal)	
Luis Mella Gajardo, Mayor of Quillota (Chile)	

Pillar 1: Promoting an Inclusive Education System

Urban labour markets are often characterised by the juxtaposition of highly-skilled workers in well-paid jobs and low-skilled workers struggling with unemployment or low quality work. Many factors can help to explain why the low-skilled are being left behind, from unequal access to education and training, to spatial divides in job opportunities, to other barriers (e.g. lack of affordable childcare, unaddressed mental and physical health issues, or discrimination).

Education can promote inclusive growth and reduce inequalities in societies such as improving employment opportunities, higher earnings and overall wealth – but inequalities in educational attainment sometimes persist over generations, leading to widening inequalities in societies.

Mayor **Esther Alder of Geneva** has launched more than 20 projects to integrate and encourage children to participate, develop ideas and learn to have a conscious understanding of their rights, based on the premise that **every child should have the same chance in life**.

Deputy Mayor **Thomas Fabian of Leipzig** highlighted a new **implementation plan for child refugees** that has been introduced to accommodate the huge influx of young children that have arrived there this year. **Community schools** are being built that will have onsite community workers and neighbourhood organisations to encourage learning and development.

Ian Klaus, U.S. Department of State.

Mayor **Javier Gonzales of Sante Fe** is developing **new, budget-neutral approaches** to improve education and ensure better access to skillsets for children at an early stage. **Homework dinner** targets the 30% of children who are persistently hungry in the city. The dinner is available to feed the kids, who are required to come with their families and their homework. Tutors and community advocates are available onsite to help with homework and to help families overcome their most pressing issues.

Clockwise, from top left: Javier Gonzales, Mayor of Santa Fe; Esther Alder, Mayor of Geneva; Thomas Fabian, Deputy Mayor of Leipzig, Anne Hidalgo, Mayor of Paris.

"It is in meetings like these where our global visions are developed and strategies for implementation are borne."

Anne Hidalgo,
Mayor of Paris

Pillar 2: Promoting an Inclusive Labour Market

Urban economies should deliver enough jobs to absorb growing population inflows in a context where demographic change, globalisation and new technologies will have significant impacts on jobs and workers. Public policies at the local level are needed to help ensure that women, youth, seniors, immigrants, people with disabilities, and people of all social and ethnic backgrounds have access to quality employment opportunities.

From left to right: Luis Alberto Mella Gajardo, Mayor of Quillota; Karin Wanngärd, Mayor of Stockholm; Ahmed Aboutaleb, Mayor of Rotterdam.

Labour market programmes in northwestern Europe focus on vocational training. In **Rotterdam**, Mayor **Ahmed Aboutaleb**'s new methods are implemented to boost the process industry, such as by providing **internships to vulnerable young students** and introducing a '**simulation plan' that allows young professionals to obtain the experience they need to enter the professional world**.

Currently in Chile, 70% of the university graduates are the first generation in their families to obtain higher education. However, they do not have the networking circles to find work when they complete their studies. **Quillota**'s Mayor, **Luis Mella**, has created a *professional plan for youth*, an **8-month programme working with the private sector** to help young vulnerable students take their first professional step. The city has also introduced a **transition programme for convicts** to ensure that they have a place to stay and a place of work when leaving prison. This has reduced reoffender rates by 90% and encouraged the transition back to work. This local programme has now been adopted and implemented at a national level.

Karin Wanngärd, Mayor of Stockholm, focuses on very young children, by ensuring **full-time pre-school** so that all residents can get a good start in life. Investment has also increased in **adult education** for the lower skilled, facilitating the transition back to work. **Newly arrived migrant adults** are offered language and skill-based courses to ease their transition into society.

Pillar 3: Building More Inclusive Urban Environments

Making the built environment more inclusive requires a drastic rethink of the urban planning paradigm to focus on access to urban facilities, affordable housing, quality services and economic opportunities. It will also be critical to more effectively align objectives and tools across levels of government. On a global scale, around 330 million urban households live in substandard housing or are overburdened by housing costs.

Spatial segregation is another sticky challenge for many cities, with housing destined to lower-income populations often located in peripheral or otherwise isolated neighbourhoods that are disconnected from public amenities and economic opportunities, resulting in high transport costs.

From left: Patricia de Lille, Mayor of Cape Town; Ian Klaus, U.S. Department of State.

Mayor **Yvan Mayeur** of **Brussels** promotes **social mixity** by building and renovating quality housing. Rent is calculated based on one-third of a household's income. Housing features **eco-friendly day care centres, sports facilities, transport access, and parks,** which help make neighbourhoods attractive for property resale. In addition, the city is also working to ensure that residents of social housing developments have **access to green space** within a 20-minute walk.

From left: Yvan Mayeur, Mayor of Brussels; Rui Moreira, Mayor of Porto.

Mayor **Rui Moreira** of **Porto** pointed to rising real estate prices as a source of increasingly difficulty for local residents to live in the city centre. To remediate this, his city is refurbishing property in city centre to provide social rents. The city has also introduced a **one-year insurance plan for households** in financial crisis. To allow them to stay in their communities, **the local government will pay up to 75% of the mortgage or rent** to help individuals and families get back on their feet.

Cape Town Mayor Patricia de Lille has concentrated on **fully waterproofing houses** of lower income families, where they have already seen vast reductions in energy consumption. Ten **electric buses** will be built and put into circulation throughout the city, creating skilled jobs for individuals, reducing the population's commute meanwhile diminishing the city's carbon footprint.

Pillar 4: Ensuring access to quality, climate-friendly infrastructure

Clockwise, from top left: Luis Alberto Mella Gajardo, Mayor of Quillota; Mauricio Vila Dosal, Mayor of Merida; Tony Vazquez, Mayor of Santa Monica; Basilio Horta, Mayor of Sintra; Edgar Mora Altamirano, Mayor of Curridabat; Mahareta Baruch-Ron, Deputy Mayor of Tel Aviv; Fatimetou Abdel Malk, Mayor of Tevragh-Zeina; Thomas Fabian, Deputy Mayor of Leipzig; Ahmed Aboutaleb, Mayor of Rotterdam; Rui Moreira, Mayor of Porto; Yvan Mayeur, Mayors of Brussels; Marco Doria, Mayor of Genoa; Patricia de Lille, Mayor of Cape Town; Giorgos Kaminis, Mayor of Athens; Karin Wanngärd, Mayor of Stockholm.

Cities are on the frontline in the battle against climate change and social inequalities. Addressing both issues effectively requires a transversal approach that cuts across traditional policy silos – from economic development to employment and skills to urban planning – and considers the synergies and trade-offs between policies that address climate change and inclusion.

The transition to a greener economy can have potential negative impacts for workers and communities (such as the decline in jobs in carbon-intensive industries), but at the same time create opportunities for economic diversification and innovation. Cities can play a key role in managing these trade-offs.

The administration of Mayor **Giorgios Kaminis** in **Athens** has created **green roofs** throughout the city and is upgrading the energy efficiency of the municipal building stock. With the support of the National Observatory of Athens, a mobile application has been developed **to track and support elderly citizens during heatwaves.** The mayor emphasised the importance of **integrated approaches, effective multilevel governance and civic participation** as the keys to successful implementation of Inclusive Growth strategies.

Improving infrastructure for people with disabilities is a priority for Mayor **Edgar Mora Altamirano** in **Curridabat**. The city's innovation team deployed a team of residents in wheelchairs to report the physical obstacles faced by people with disabilities. As a result, the city developed a new **mobile application to report obstacles** and hired a pedestrian patrol to continue to improve the city's infrastructure **for people with disabilities**. In **Genoa**, Mayor **Marco Doria** has had installed **new infrastructure to safely direct water** throughout the city are being installed. The public and private sectors are liaising more consistently to increase efficiency of public services.

Deputy Mayor Meherata Baruch-Ron of **Tel-Aviv** highlighted how the city has implemented a simple but successful method to combat inequalities, providing vulnerable families with twice the allowance as that of wealthier families. Investment in parks, schools and community centres has also doubled in low-income neighbourhoods, with **increased access to nature and services as a priority** in these areas.

Topic 1 | Making the Built Environment Work for All: Affordable Housing and Transport

Co-chairs:	*Discussants:*
Ana Marie Argilagos, Senior Advisor, Ford Foundation **Josep Roig**, Secretary-General, United Cities and Local Governments (UCLG)	**Joaquim Oliveira Martins**, Head of the Regional Development Policy division, OECD
Speakers:	
Federico Gutíerrez, Mayor of Medellin (Colombia) **Luis Mella Gajardo**, Mayor of Quillota (Chile) **Patricia de Lille**, Executive Mayor of Cape Town (South Africa)	**Yvan Mayeur**, Mayor of Brussels (Belgium) **Rui Moreira**, Mayor of Porto (Portugal) **Mauricio Vila Dosal**, Mayor of Mérida (Mexico)
Rapporteur: **William Cobbett**, Director, Cities Alliance	

Participants identified a set of common challenges:

- Refining urban planning to take into account the changing needs of communities

- Redesigning cities for people, not cars – and particularly prioritising public transport investments in rapidly growing cities

- Gentrification, which is pushing lower-income people out of neighbourhoods. Mixed land-use is underexploited in many cities.

- The tax code often favours business development over much-needed social housing development.

From left to right: Ana Marie Argilagos, Ford Foundation; Josep Roig, UCLG; Patricia de Lille, Mayor of Cape Town; Yvan Mayeur, Mayor of Brussels; Rui Moreira, Mayor of Porto

"Rising inequality is a complex global challenge that requires a fundamental shift in how we discuss and pursue economic growth. Mayors have the ability to identify which policies are working to encourage inclusive growth. Moving forward we need to educate the public on the root causes of inequality and how they can be addressed."

Daniel Yohannes
Ambassador of the United States to the OECD
Chair of the Group of Friends of Inclusive Growth

To address these challenges, a number of experiences were cited by city leaders.

Rather than develop cheap, low-quality social housing, some cities – like Brussels – are investing **ecologically sustainable social housing**. Residents spend no more than one-third of their income on rent, while the provision of amenities like kindergartens, parks and gyms helps to maintain property values.

Ana Marie Argilagos, Ford Foundation; Josep Roig, UCLG; Patricia de Lille, Mayor of Cape Town; Yvan Mayeur, Mayor of Brussels; Rui Moreira, Mayor of Porto

Cities like **Cape Town** are **ensuring that all future developments are accessible via public transport**. To counterbalance gentrification, increased density and mixed uses are helping to keep city-owned land in the city centre more accessible to residents.

In **Mérida**, the city is **improving existing housing conditions** by installing toilets with running water, replacing dirt floors, building additional rooms when extended families live together under one roof, and installing modern kitchens to improve households' health conditions.

In **Porto**, the city is **refurbishing buildings in the city centre to create social housing**. These efforts also allow for shops and businesses to stay open, reduce commuting times and keeps local residents in the heart of the city, rather than inhabited only occasionally by tourists and non-residents.

Cities like **Quillota** are **prioritising citizen engagement**, requiring that all community interventions are undertaken in a collaborative way, including all social classes, ages and groups.

William Cobbett, Director of Cities Alliance

Rui Moreira, Mayor of Porto

Topic 2 | Education, Skills and the New World of Work

Co-chairs:	**Discussants:**
Gabriela Ramos, Special Counsellor to the OECD Secretary-General and Sherpa to the G20 **Brian Gallagher**, President of United Way Worldwide	**Sylvain Giguère**, Head of LEED Programme, OECD **Joe Parilla**, Fellow, Brookings Institution
Speakers: **Ahmed Aboutaleb,** Mayor of Rotterdam (Netherlands) **Esther Alder,** Mayor of Geneva (Switzerland)	**Javier Gonzales**, Mayor of Santa Fe (USA)
Rapporteur: **Mario Pezzini,** Director of the OECD Development Centre and Special Advisor of the Secretary-General on Development, OECD	

Mayors identified a series of common challenges :

- **Rising inequalities,** which are polarising the labour market (e.g. eliminating middle-class jobs) and putting pressure on the social fabric of many cities.

- **Unequal access to education and training opportunities**, which can provide a key route out of poverty for many individuals.

- **Inadequate rate of job creation**, limiting the growth potential of cities.

- **Lack of affordable and quality child care,** which affects the social and financial needs of parents and the educational and developmental needs of children.

From left to right: Ahmed Aboutaleb, Mayor of Rotterdam; Esther Alder, Mayor of Geneva; Gabriela Ramos, Special Counsellor to OECD Secretary-General and SHERPA; Javier Gonzales, Mayor of Santa Fe

"80% of the time a child is awake is spent outside of a classroom. It is our opportunity, as a city, to make sure they have full access and participation in our community."

Javier Gonzales
Mayor of Santa Fe, USA

From left to right: Ahmed Aboutaleb, Mayor of Rotterdam; Esther Alder, Mayor of Geneva; Gabriela Ramos, Special Counsellor to OECD Secretary-General; Javier Gonzales, Mayor of Santa Fe

> *"The mayor is the chief goal setting officer for his or her community."*
>
> **Brian Gallagher**
> President of United Way Worldwide

Brian Gallagher, President of United Way Worldwide

Several areas were seen as essential for addressing these challenges:

- Recognise the **unique position of cities** as providers of many front-line public services, which support people in finding sustainable employment. This requires strong leadership at the city level to coordinate the range of public actors and develop a community-wide vision of economic development and growth.

- Focus on programmes that **develop the skills of people throughout their lifetime** so that they are adaptable and resilient to both short- and long-term changes in the labour market and the changing nature of work. This includes significant investments in early education, which lays the foundation for future success and is positively correlated with strong literacy, numeracy, and problem-solving skills.

- **Stimulate partnerships between business and the education and training system**, so that skills are developed in alignment with labour market needs. This includes utilising more apprenticeship and work-based learning opportunities, which enable people to acquire skills while gaining practical experience in the workplace.

From left to right: Ahmed Aboutaleb, Mayor of Rotterdam; Esther Alder, Mayor of Geneva

From left to right: Ahmed Aboutaleb, Mayor of Rotterdam; Esther Alder, Mayor of Geneva; Gabriela Ramos, Special Counsellor to OECD Secretary-General and SHERPA; Brian Gallagher, President of United Way Worldwide; Javier Gonzales, Mayor of Santa Fe

From left to right, top to bottom: Mehereta Baruch Ron, Deputy Mayor of Tel Aviv and Marco Doria, Mayor of Genoa; Dongrok Suh, Deputy Mayor of Seoul; Patricia de Lille, Executive Mayor of Cape Town and Yvan Mayeur, Mayor of Brussels; Gabriela Ramos, Special Counsellor to the OECD Secretary-General and Sherpa; Thomas Fabian, Deputy Mayor of Leipzig; Esther Alder, Mayor of Geneva; Federico Gutíerrez, Mayor of Medellin, Anne Hidalgo, Mayor of Paris and Tony Vazquez, Mayor of Santa Monica; Lamia Kamal-Chaoui, OECD Director, of the Centre for Entrepreneurship, SMEs, Local Development and Tourism, Fatimetou Abdel Malik, Mayor of Tevragh-Zeina and Gabriela Ramos, Special Counsellor to the OECD Secretary-General and Sherpa

Topic 3 | Integrating Migrants and Refugees in Labour Markets and Communities

Co-chairs: **Dominique Versini**, Deputy Mayor of Paris **Jean-Christophe Dumont**, Head of International Migration Division, OECD	*Rapporteur:* **Jean-Christophe Dumont**, Head of International Migration Division, OECD
Speakers: **Giorgos Kaminis**, Mayor of Athens (Greece) **Marco Doria**, Mayor of Genoa (Italy) **Karin Wanngård**, Mayor of Stockholm (Sweden) **Damien Careme**, Mayor of Grande-Synthe (France) **Thomas Fabian**, Deputy Mayor of Leipzig (Germany)	**Mehereta Baruch-Ron**, Deputy Mayor of Tel-Aviv (Israel) **Johanne Côté-Galarneau**, Director of the Office for Integration of New Arrivals, Montreal (Canada) **Lina Liakou**, Deputy Mayor for Urban Resilience, Thessaloniki (Greece)

Mayors identified a number of barriers to the effective integration of migrants and refugees in their cities:

- **Difficult economic situation** for the majority of countries
- **Lack of willingness** of migrants and refugees **to stay**, in some transit cities
- **Hostility of the local populations** towards migrants and refugees, which was often based on misconceptions
- **Lack of linguistic skills** among new arrivals, and challenges to upgrade skills
- **Lack of housing facilities** and related problems of segregation within cities
- **Lack of job opportunities**
- **Health challenges** (including psychological traumas) **and cultural barriers**

From left to right: Mehereta Baruch-Ron, Deputy Mayor of Tel-Aviv; Marco Doria, Mayor of Genoa; Damien Careme, Mayor of Grande-Synthe; Dominique Versini, Deputy Mayor of Paris; Jean-Christophe Dumont, OECD.

In response, some approaches were highlighted as relevant for addressing these challenges:

- **The mobilisation and actions of cities and citizens are essential for migrant reception and integration** – but support from national government is important, too. There is also a need for co-operation and solidarity among cities to help manage myriad migration challenges, including city networks.

- **The capacity to anticipate** the arrival of migrants and refugees and **to begin their integration process at a very early stage** are key success factors for integration.

- **The local governance system** and the **coordination of local actors** are central to deliver effective solutions.

- **Informing local people,** providing opportunities for meetings and activities to be done jointly by the local population and refugees is important to tackle misconceptions and reduce hostility towards migrants and refugees. National governments should support cities in these communication efforts.

- **Showing strong political leadership and a clear vision** to welcome and integrate people is important to foster local acceptance.

Topic 4 | Fighting Climate Change and Promoting Inclusive Growth

Co-chairs: **Patrick Klugman,** Paris Deputy Mayor **Mark Watts,** Executive Director, C40 Cities Climate Leadership Group	*Discussant:* **Virginie Marchal,** Policy Analyst, Environment Directorate, OECD
Speakers: **Edgar Mora Altamirano,** Mayor of Curridabat (Costa Rica) **Rose Christiane Ossouka Raponda,** Mayor of Libreville (Gabon) **Tony Vazquez,** Mayor of Santa Monica (USA)	**Basílio Horta,** Mayor of Sintra (Portugal) **Miguel Sangalang,** Executive Officer for Budget & Innovation, Los Angeles (USA) **Péter Szegvári,** Senior Advisor, Budapest (Hungary)
Conclusions: **Pierre Duquesne,** Ambassador, Permanent Representative of France to the OECD	
Rapporteur: **Lamia Kamal-Chaoui,** Director, Centre for Entrepreneurship, SMEs, Local Development and Tourism, OECD	

Champion Mayors agreed that the **climate change agenda is not in conflict with the fight against inequality; rather, both should be addressed jointly**.

Inclusive climate goals can and should be used to help cities increase the quality of life for residents. **Improved governance** is essential for better coordination and integration of policies at national level, so that they can have a more effective impact at the local level.

Smart investment is crucial in the battle against climate change. Mayors and local governments have pledged to reduce carbon emissions and make better use of investments, for instance by supporting public and private investment in renewable energies.

Clockwise, from top left: Patrick Klugman, Deputy Mayor of Paris; Mark Watts, Executive Director of C40; Miguel Sangalang, Executive Officer for Budget and Innovation, Los Angeles; Edgar Mora Altamirano, Mayor of Curridabat; Péter Szegvári, Senior Advisor, Budapest; Tony Vazquez, Mayor of Santa Monica; Rose Christiane Ossouka Raponda, Mayor of Libreville; Basílio Horta, Mayor of Sintra.

Clockwise, from top left: Virginie Marchal, Policy Analyst, OECD; Edgar Mora Altamirano, Mayor of Curridabat; Rose Christiane Ossouka Raponda, Mayor of Libreville; Tony Vazquez, Mayor of Santa Monica; Pierre Duquesne, Ambassador of France to the OECD; Mark Watts, Executive Director of C40; Patrick Klugman, Deputy Mayor of Paris; Lamia Kamal-Chaoui, Director of the Centre for Entrepreneurship, SMEs, Local Development and Tourism, OECD; Basílio Horta, Mayor of Sintra; Miguel Sangalang, Executive Officer for Budget and Innovation, Los Angeles.

Mayors and city representatives highlighted innovative approaches to tackling inequality and climate change in parallel, specifically:

- **Sintra** and **C40** stressed the importance of making **residents' education a priority**. Sintra is making efforts to involve all residents, especially lower-income populations, in policy implementation, as it is vital for a universal understanding that a **green economy is a more resilient economy for our future**.

- **Access to nature should not be conditioned by income. Curridabat** is investing in the educational programmes and knowledge-sharing on the city's flora and fauna with an emphasis on poor neighbourhoods' access to nature.

- **Los Angeles** is currently **incorporating design thinking into public programmes and services,** to move from "business as usual" approach to focus instead on the end-users.

- **Santa Monica** is **improving mobility** by connecting residential areas, specifically poorer neighbourhoods to city centres. The city has also made affordable housing a priority for over 20 years, and now requires all new housing development to include 30% affordable housing.

- **Budapest** stressed the **importance of sustainable and standardised public procurement practices** as well as support to SMEs. An SME support agency provides technical support to SMEs in the city.

- **Libreville** introduced a tree planting scheme to help fight climate change while also providing jobs for capable unemployed individuals.

"Our ambitious environmental policies and the revolutionary work of the OECD in targeting inequalities are having a radical impact on growth in our communities."

Pierre Duquesne
Ambassador, Permanent Representative of France to the OECD

Clockwise, from top left: Khalifa Sall, Mayor of Dakar; Ian Klaus, Senior Advisor for Global Cities, U.S. Department of State and Patricia de Lille, Mayor of Cape Town; Mauricio Vila Dosal, Mayor of Mérida and Fatimetou Abdel Malik, Mayor of Tevragh-Zeina; Edgar Mora Altamirano, Mayor of Curridabat and Giorgos Kaminis, Mayor of Athens; Angel Gurría, Secretary-General of the OECD and Darren Walker, President of the Ford Foundation ; Tony Vazquez, Mayor of Santa Monica

Conclusions and Next Steps

Moderator: Gabriela Ramos, Special Counsellor to the OECD Secretary-General and Sherpa to the G20

Speakers:

William Cobbett, Director, Cities Alliance

Mario Pezzini, Director of the OECD Development Centre and Special Advisor of the Secretary-General on Development, OECD

Dongrok Suh, Deputy Mayor of Seoul

Jean-Christophe Dumont, Head of International Migration Division, OECD

Lamia Kamal-Chaoui, Director, Centre for Entrepreneurship, SMEs, Local Development and Tourism, OECD

Among the common messages that emerged from the workshops:

- We cannot afford to fail with the integration of migrants. Integration is a precedent not only for creating a positive impact in the long run but also for social cohesion. Addressing the issue requires aggressive upfront investment: **Champions of Inclusive Growth will also be Champions for Migrants and Refugees!**

- To develop a more skilled workforce in today's fast-moving economy, mayors and local governments can be critical actors in supporting education and better connecting schools with the needs of the labour market.

- There is a strong demand from mayors to better understand how to align the climate change and Inclusive Growth agendas – there is a clear need for concrete solutions.

- Finance is *the* key challenge across the board for mayors. How to align policies across levels of governments was another commonly cited challenge, along with the need for greater support from central governments.

- The OECD is working with C40 to address the disparities of knowledge with answers and identify the main targets to bring the agendas of climate change and inclusive growth together.

The OECD will support Champion Mayors in their efforts by:

- **Ensuring that the voices of cities are better integrated in national and international agendas**, including G7 and G20.

- Using **analytical expertise to provide cities with the research, data and the policy guidance** that they need in order to tackle inequalities.

- Encouraging **knowledge sharing through thematic policy dialogues** and a dedicated web platform.

- Providing **targeted support to cities** to implement and monitor their Inclusive Growth policies and programmes.

From left to right : William Cobbett, Director, Cities Alliance; Jean-Christophe Dumont, OECD Head of International Migration Division; Lamia Kamal-Chaoui, OECD Director, of the Centre for Entrepreneurship, SMEs, Local Development and Tourism; Gabriela Ramos, Special Counsellor to the OECD Secretary-General and Sherpa; Mario Pezzini, Director of the OECD Development Centre and Special Advisor of the Secretary-General on Development.

From left to right, top to bottom : Yvan Mayeur, Mayor of Brussels; Virginie Marchal, OECD Policy Analyst, Environment Directorate, Edgar Mora Altamirano, Mayor of Curridabat and Rose Christiane Ossouka Raponda, Mayor of Libreville; Ahmed Aboutaleb, Mayor of Rotterdam; Daniel Yohannes, Ambassador of the United States to the OECD; Angel Gurría, Secretary-General to the OECD, Anne Hidalgo, Mayor of Paris, Virginia Raggi, Mayor of Rome and Darren Walker, President of the Ford Foundation; Lamia Kamal-Chaoui, OECD Director, Centre for Entrepreneurship, SMEs, Local Development and Tourism; OECD Organising Committee.

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