

# Empowering cities as drivers of change

Global Parliament of Mayors  
Annual Summit 2018, Bristol, UK







Contents

City power on the global stage **4**  
Global Parliament of Mayors history and aims **6**  
Dr Benjamin Barber Global Cities Award **8**  
Introduction to the three summit declarations **10**  
Declaration theme 1: Harnessing the power of migration for an inclusive city **12**  
Declaration theme 2: Strengthening urban security through city leadership **16**  
Declaration theme 3: Driving good population health to strengthen city resilience **20**  
Women in leadership **24**  
Entrepreneurship and talent **26**  
Introducing city challenges and solutions **28**  
Challenges and solutions:  
Gaining greatest benefit from business **30**  
Challenges and solutions: Innovative finance **32**  
Challenges and solutions: Digital, innovation and high tech **36**  
Challenges and solutions: Low carbon and energy **40**  
Challenges and solutions: Housing and transport **44**  
Challenges and solutions: Healthier cities **48**  
Cities at Mott MacDonald: improving people’s lives **52**  
Closing statement **54**

# Empowering cities as drivers of change

“In our interdependent world, cities have not only the obligation but the right to achieve solutions to global issues,” said the Global Parliament of Mayors' founder, Dr Benjamin Barber.

More than half the world’s population lives in cities and by mid-century it is expected that more than two thirds will. Our urbanising world means that cities make an ever-increasing contribution to national and regional economies, and so, in turn, city leaders need to have an increasing voice in national, regional and international processes.

The Global Parliament of Mayors (GPM) is an unapologetic champion for city leaders across the globe, their issues, their agendas and their voice. Directly elected mayoral members represent cities large and small, developed and emerging, from all points on the globe.

Only three years old, the organisation was founded on the belief that mayors can drive solutions to the challenges they face, that are more progressive, more targeted and faster-acting than those delivered at national and international levels.

By creating an active platform our aim is to support mayors to create a safer, sustainable and inclusive world.

“Mayors are the drivers of change, the agents responsible for bringing about transformation in our cities. The GPM strengthens mayors’ leadership to advocate for solutions to critical global issues at the international level. I encourage more cities to become members, for the benefit of their citizens.”

**Mayor Patricia de Lille**  
Chair

“The voices of cities matter, especially in this day and age where mayors tackle issues as varied as urban security, migration and health, on a daily and increasingly urgent basis. The GPM welcomed nearly 70 mayors from around the world to its 2018 summit in Bristol. The interest in participation is a clear sign that the principles of the GPM respond to the needs of mayors all around the world.”

**Mayor Peter Kurz**  
Vice chair

“The GPM fosters innovation, collaboration and unity between mayors. By working together strategically, we’re helping the voice of city leaders to be heard at international level.”

**Mayor Marvin Rees**  
Treasurer

**GPM Summit 2018**

The third annual GPM Summit, the biggest yet, took place in Bristol, UK, in October 2018. Sixty seven mayors from 36 countries joined leaders from 12 global city networks and experts from international organisations and UN agencies. The summit led to the first formal meeting of all UK city leaders, plus community events with over 500 Bristol citizens.



# City power on the global stage

Most of the challenges, crises, and opportunities of this century will occur in cities. A growing number of city networks have been established with the aim of impacting international policy-making. Georgetown University, Washington USA, has reviewed 99 global city networks – the majority of those active internationally – to understand what sway they hold, the focus of their efforts and where the gaps are.

Today’s international political and legal system was established in the post-war years which placed nation-states at the centre of global governance. Cities have been absent and are power-light. But that is beginning to change as cities band together in networks to pierce, participate in and transcend the current political world order. Their growing success and profile is being described as ‘municipal internationalism’, ‘transnational municipal networking’, ‘municipal foreign policy’ and the ‘International Municipal Movement’.

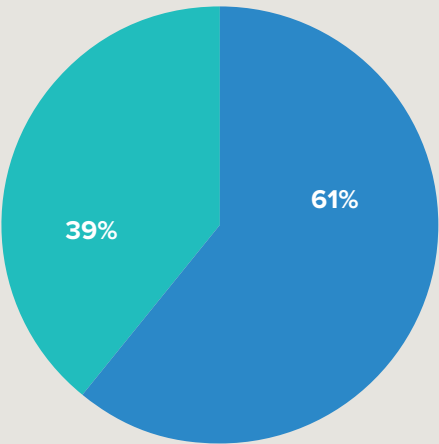
**Neglected themes**

Nearly every major threat defies national boundaries, requiring global and local solutions. Some of these are well recognised and city networks are participating in efforts to address them – for example climate change.

99

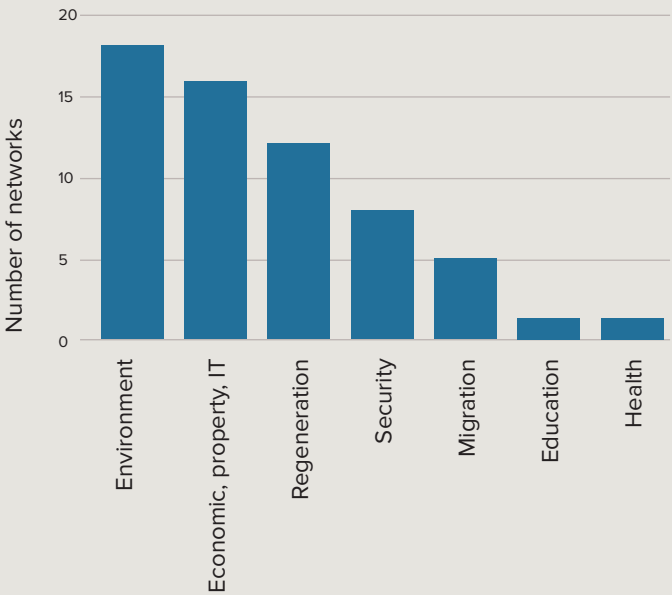
global city networks

What they’re interested in



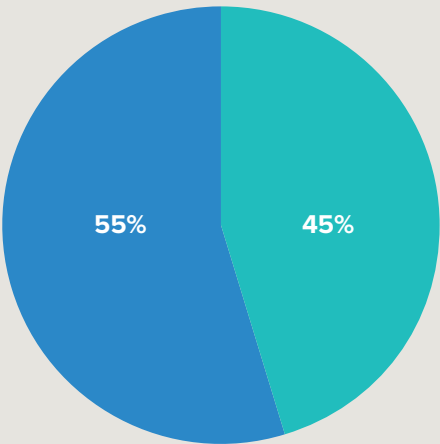
- 61%** Specific or very narrow focus, eg climate resilience and regeneration  
Act as subject experts and lobbyists
- 39%** Broad/general agenda, eg governance, sustainable development and inclusive growth  
Promote inter-city solidarity and knowledge sharing

Focus of the ‘specific 61%’



Environment encompasses: climate change (4 networks), energy (2 networks), climate and energy (2 networks), green infrastructure and transportation (2 networks), and environmental sustainability/sustainable development (10 networks).

Network membership



- 45%** Cities plus a variety of other members: private and non-profit organisations, academic institutions, NGOs and regional governments
- 55%** Cities only

But cities are excluded from international discussions on migration and the global refugee crisis, despite cities being the destination for 60% of refugees and 80% of internally displaced persons. Yet mayors are on the front line in addressing related challenges around housing, assimilation and protection, employment, education, and nutrition and health. Mayors consequently also have unmatched expertise in these issues.

Education and health are other obvious gaps in the focus of current city networks.

Only 32 of the 99 city networks attempt to access global policy-making. And only a handful are successful: C40, UCLG, and its affiliates UCLG Regions and UCLG Metropolis. The GPM should create alliances with these organisations and work towards different but complimentary goals – notably migration, health and education.

The GPM is emerging at an exciting time in international politics, when the influence of sub-state actors is increasing. Cities have a record of getting important governance work done at local level, even when their national governments are incapable or unwilling.

As one of the only global coalitions of mayors, the GPM has the potential to make a significant and lasting impact.

Sheila Foster and Chrystie Swiney for Georgetown University

The rise of city networks signals a potentially historic shift in global governance. In a time of growing dissatisfaction with supranational institutions, allowing local governments to have a seat at the table could revitalise and re-legitimise global governance by ensuring that representation at the highest level includes leaders who are closely connected to their citizens.

Summit participants reflected on the challenges of realising this aim. Which city networks could be formally incorporated into global institutions and co-ordinate to change the international system? They recognised that consolidating the voice of cities will require careful strategic navigation.

Susan Parnell and Sean Fox, Cabot Institute for the Environment, University of Bristol

# Global Parliament of Mayors: making a real difference

Established in 2016 as a governance body of, by and for mayors, the Global Parliament of Mayors (GPM) cultivates local knowledge, facilitates city-to-city partnerships, and amplifies practical, action-oriented solutions.

Latest United Nations figures show that 55% of the world's population lives in urban areas and is set to increase to near 70% by 2050.

Rapid urbanisation places huge demands on a city's ability to provide security, health care, services and employment for its citizens, as well as affecting the environment and climate.

Mayors of the world want to create a safer, more inclusive and sustainable world by strengthening the rights of cities. The GPM is about local government addressing critical global challenges. Promoting collective city decision-making across borders, GPM is here to foster collaboration to achieve those goals.

In support of the United Nations' Sustainable Development Goals, the GPM:

1. Builds an active, impactful and structured network of, by and for mayors.
2. Amplifies a united global voice for cities and their residents.
3. Enhances co-operation, connectivity and solidarity between city leaders.
4. global agendas by mobilising regional and local action.

## GPM governance

The GPM is governed through its eight-member executive committee. Board members are elected for a three-year term.

**Co- chairs:** Mayor Peter Kurz (Mannheim, Germany) and Mayor Marvin Rees (Bristol, UK)

## Executive committee members:

Mayor Stephen Benjamin (Columbia, USA)  
Mayor Christine Sagen Helgo (Stavanger, Norway)  
Mayor Jefferson Kojee (Monrovia, Liberia)  
Mayor Grace Mary Mugasa (Hoima, Uganda)  
Mayor Baikuntha Neupane (Vyas, Nepal)  
Mayor Leoluca Orlando (Palermo, Italy)

## Join us

Join and help influence global policy. Membership will enable you to:

- Strengthen your leadership and advocate for issues at an international level
- Communicate directly with fellow mayors – give and receive support, skills, information and knowledge
- Get involved in city-to-city partnerships to enhance co-operation and connectivity
- Access the Virtual Platform for mayors

Becoming a member requires commitment to the GPM's values and mission statement and acting as an ambassador for the GPM and its united action policy. The annual membership fee is based on the gross national income and the population of your city.

Applications at [gpm@denhaag.nl](mailto:gpm@denhaag.nl)  
Visit us at [www.globalparliamentofmayors.org](http://www.globalparliamentofmayors.org)



“Individually we have the power to act locally, when we know something impacts the lives of our residents. But by acting collectively and speaking with one voice, we can make a difference to global governance.”

Mayor Patricia de Lille  
Chair of the Executive Committee



## Outstanding city leaders

# Mayors Zandile Gumede and Daviz Simango

During the summit, the Global Parliament of Mayors announced Mayors Zandile Gumede of eThekweni (Durban), South Africa, and Daviz Simango of Beira, Mozambique, as winners of the Dr Benjamin Barber Global Cities Award 2018.

Since 2016 Mayor Gumede has been promoting basic human rights on health, safety, water and sanitation in eThekweni.

She is best known for her pioneering Mama Zandile Gumede Foundation, recently relaunched as the Light of Ubuntu, which is focused on empowering women and youth through education and skills development, and promoting greater humanity in social, political and economic discourse, and in domestic and community environments.

Mayor Gumede has championed investment in improved health information and treatment with the ambition to raise a generation free from the scourge of AIDS.

Mayor Simango's background as a civil engineer has seen him focus infrastructure projects to improve the quality of life for Beira's citizens and protect its surrounding environment.

Since his election in 2003, Mayor Simango has defied Mozambique's complicated political landscape to promote public health and provide economic and recreational opportunities. Beira has a history of cholera outbreaks linked to poor drainage and sanitation and its oceanside outskirts are prone to flooding from rising sea levels.

In response, Mayor Simango has introduced schemes including the 'Mozambique cities and climate change project' that will protect more than 300,000 residents from climate-related impacts. Improved drainage, green infrastructure, tree planting and mangrove restoration are reducing flood risk by 70%, providing natural cooling for the city, improving biodiversity and offering economic and recreational opportunities for the city's population.



### Honouring our founder

Our annual award honours the GPM's founder, Dr Benjamin Barber. It recognises and celebrates outstanding city leadership and is awarded to the candidate who has best represented the values and principles set out in the GPM's constitution during the past year.

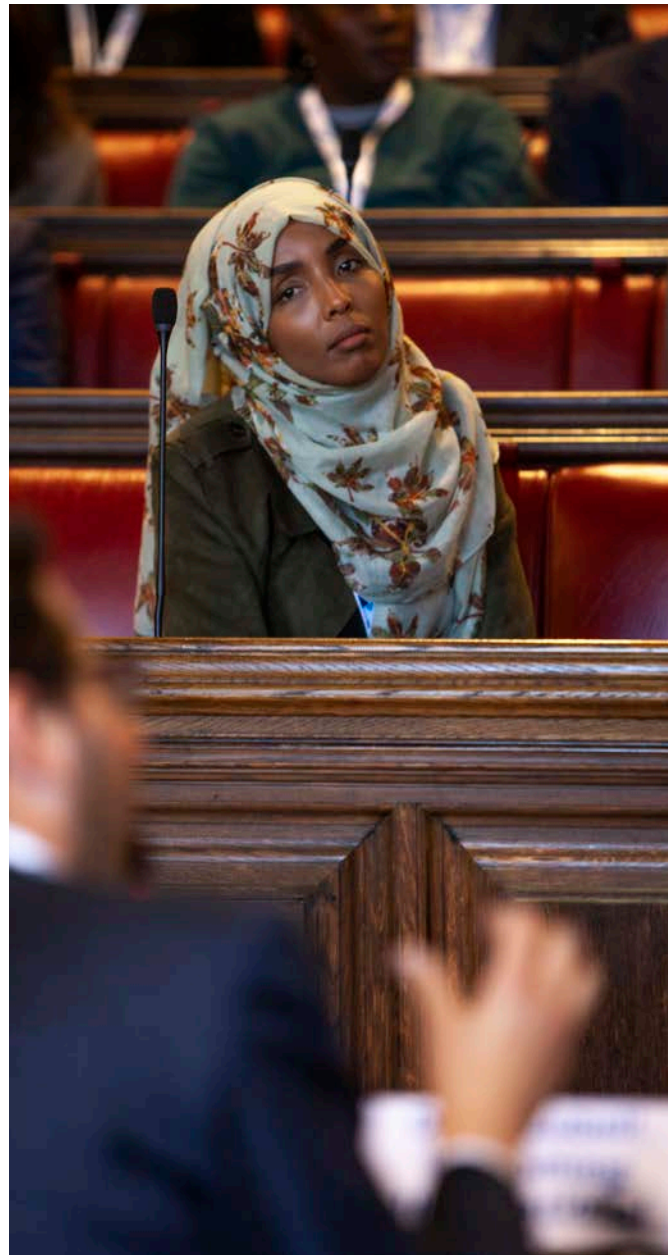


# Issues of our time

Migration, urban security and health are headline issues for mayors and citizens alike. As the research by Georgetown University on page 4 reveals they are relatively ‘neglected’ by existing city networks.

As reported in the following pages, the Global Parliament of Mayors debated the issues and voted on recommended actions to address them.

The votes result in the GPM Summit 2018 declarations, which will be enacted over the coming two years and beyond.







## Declaration theme 1

# Harnessing the power of migration for an inclusive city

Migration between towns, cities and countries has presented challenges and opportunities throughout human civilisation, but is occurring today on a systemically challenging scale.

Latest figures suggest there are more than one billion migrants in the world – voluntary and forced – the majority of whom end up in cities.

As well as bringing talent, energy and cultural diversity, migrants also challenge city leaders to address issues of integration.

City responses to this challenge have been characterised by the theme of inclusion. Mayors and civic leaders have designed and implemented policies that allow newcomers to contribute to and benefit from their new communities. This local perspective has never been more important.

City networks and initiatives are developing solutions to the key challenges brought by migration – education, housing, economic growth and development, public service delivery and urban planning, among others. Systems for sharing innovation and best practice are being established, yet traditional institutional responses are unequal to the pace and scale of migration.

Cities are under-represented on the global stage when it comes to key decision-making on refugee and migration issues. This summit took place at a key point in the development of the UN Global Compacts on Migration and Refugees, a process which the GPM had already been actively engaged with. Without such action, there is real danger that diplomatic processes could bypass cities and leave them without representation during the review and implementation of these key global initiatives.

Migration is one of the most high-profile political challenges of our time and, with its members, the GPM has an opportunity to amplify the voice of city leaders in international discussion on migrants and refugees.





## Mayors' debate and commitments

# Migration

A stimulating debate highlighted some of the issues cities face when dealing with the mass movement of people.

On the panel: OECD's **Claire Charbit**, **Mayor Yvonne Aki-Sawyerr** of Freetown, Sierra Leone, **Mayor Leoluca Orlando** of Palermo, and **Mayor Christopher Calbadon** of West Sacramento, USA, with contributions from **Karen Gulick** of UNHCR, **Laura Healy** of UNICEF, and **David Lubell** of Welcoming International

The narrative about migrants must be focused on their humanity and the potential benefits they bring to their destination cities. Speakers stressed how collaboration between cities and urban districts is vital if migrants – national and international – are to reach their potential. They underlined the point by addressing the challenges that source cities face and emphasised that some migrants could be dissuaded from leaving if cities could create greater opportunity through stronger inter-regional, national and international co-ordination.

Recognising skills, personal safety, inclusion, opportunity, employment and trust can help migrants unlock their full potential. Working with migrants to equip them with the tools to shape their own destiny was seen as key.

The panel heard from 16-year-old Stiven Bregu who settled in Bristol after being trafficked to the UK aged 13. Stiven took part in Bristol City Council's City Leadership Programme which identifies and invests in the lives of high-ability, high-aspiration students from disadvantaged backgrounds. He has pushed himself to achieve excellent exam grades at school and is now looking towards further study. He has achieved this despite speaking little English when he arrived in the UK in 2015.

Stiven called on the GPM to recognise and support young migrants. "I know the City of Bristol has had confidence in me. Please fight for us," he said.

### Declaration pledges

1. Implement the Global Compact for Migration and the Global Compact on Refugees in our cities.
2. Emphasise the benefits of migration in our work and use the language of inclusion, welcome and belonging.
3. Call on National governments to:
  - End the use of dehumanising language in relation to migrants and refugees.
  - Collaborate with city leaders in developing and implementing migration-related policy.
  - Allocate migration related resources and powers at local level.
4. Call on International institutions to:
  - Include cities when developing and implementing international agreements on migration and refugees.
  - Collaborate with cities to develop innovative ways to manage migration for the benefit of both departure and arrival cities.
5. Commit the GPM to work in the following partnerships:
  - UN High Commissioner for Refugees (UNHCR) to promote the #withrefugees cities pledge and the Cities of Solidarity initiative.
  - United Nations Children's Fund and UNHCR to champion the rights of migrant and displaced children and youth in the implementation of the Global Compact for Migration and the Global Compact on Refugees.
  - Brookings Institute, the OECD, Welcoming International and others to create city-level indicators for integration which are aligned with the Global Compact for Migration and the Global Compact on Refugees.
  - Mayors Migration Council to advocate on behalf of cities in relation to the implementation and review of the Global Compact for Migration and the Global Compact on Refugees.



## Declaration theme 2

# Strengthening urban security through city leadership

### Latest international studies indicate that violent and traditional crime rates are falling globally.

Homicide and other violent crime rates have decreased as have property crimes such as burglary and vehicle theft, but there are significant variations. Some city populations are particularly vulnerable.

Segregation, economic inequality and poor social cohesion are primary drivers for higher violence rates.

To combat crime and its causes, tackle radicalisation and counter extremism, cities are using innovative approaches. Those claiming the most success address both human and technological factors – community outreach, strengthened policing, intelligence gathering, and new security technologies – and mayors have recognised their impact.

Advances in technology and computing power enable teams to sift through crime and terrorism-related data.

However, every effort must be made to prevent civil liberties being infringed. If citizens lose confidence in law enforcement, then it undermines the ability to protect them. Therefore municipal governments and their police must set out clear guidelines for accessing and retaining personal data. They should consult with residents to discuss the motives and implications of introducing new technologies.

There are several GPM partners focused on public safety and security. But there are none operating at a global scale that provide advocacy for locally-drive urban security. The GPM is ideally suited to taking the lead. It could play a constructive role in:

- establishing local-global strategies for promoting urban security
- building robust partnerships with existing intercity networks
- harmonising advocacy activities
- leading mayoral representation in international debates on public security and counter-extremism







## Mayors' debate and commitments

# Urban Security

The summit debate on strengthening security focused on traditional and cyber-crime and the challenges that cities face in dealing with it.

On the panel: **Alice Charles** of the World Economic Forum, **Mayor Zandile Gumede**, Durban, South Africa, **Rudy Salles**, deputy mayor of Nice, France, **Mayor Hubert Bruls**, of Nijmegen, The Netherlands, and contributions by **Robert Muggah** of security think-tank the Igarapé Institute, **Rebecca Skellett**, Strong Cities Network and **Juma Assiango**, UN-Habitat

Many of the causes of crime are interlinked with other difficulties faced by city populations. Addressing those issues could be a key to reducing crime.

It is imperative that mayors and city leaders look at ways to improve education, housing and work opportunities for citizens. These are ways in which citizens can be properly integrated into society, reducing the risk of radicalisation or criminal offending.

Through help from stakeholders to develop educational programmes, cities and urban areas can counter extremism and radicalisation. Both issues are fundamentally about dominance and a lack of respect for differing viewpoints. Aware and agile governance can help protect citizens.

However, data collected through technology must be used with great care by municipalities. The intention of protecting citizens could easily morph into overzealous use of technology and impact civil liberties.

But the opportunity for mayors and civic leaders to debate and swap information through the GPM is real: "The Global Parliament of Mayors must engage in these debates about urban security. I would encourage the GPM to take the lead and encourage information exchange," said Robert Muggah.



### Declaration pledges

1. Foster urban safety and security through policies and practices that engage residents, leading to social cohesion and a better quality of life for all.
2. Design and build inclusive urban infrastructure to promote safety and security.
3. Call on national governments to:
  - Emphasise problem-orientated and community-based approaches to policing.
  - Oppose the militarisation of urban police forces.
  - Promote multi-stakeholder partnerships for crime prevention as a more effective public security strategy.
4. Call on international institutions to:
  - Adopt evidence-based, resident-centred global standards for urban security.
  - Advocate for transparent, open and data-driven approaches to enhance urban security.
  - Strengthen strategic partnerships with international organisations to reinforce the global voice of cities on urban security.
5. Commit the GPM to work in the following partnerships:
  - With UN-Habitat to advance the UN System-wide Guidelines on Safer Cities.
  - With the World Economic Forum to support the development of evidence-based approaches
  - With Strong Cities Network and European Forum for Urban Security (EFUS) to reinforce the global voice of cities on urban safety and security priorities.



## Declaration theme 3

# Driving good population health to strengthen city resilience

The world's swelling urban population means that the future of global health is inextricably linked with that of city dwellers.

Good population health is key to a city's resilience and it is vital that administrations are proactive in ensuring the health needs of citizens are met. The range of threats to public health is growing – climate change, poor housing and infrastructure, new infectious diseases, antimicrobial resistance – with potentially severe economic and social implications.

International air travel between cities threatens the risk of more rapid, and geographically diverse infection, while urban density and congestion brings people into ever closer contact.

Although city mayors often play significant roles in response and recovery, they have not been engaged in pandemic preparation or disease resilience initiatives at global or national levels. But city leaders may find that the most pertinent guidance comes from other municipal governments around the world.

The GPM can act as a conduit for mayors to build partnerships and collaborate toward meeting local challenges from global problems.

It will engage with key international stakeholders such as the World Health Organisation, the World Bank and the World Economic Forum, which are working to improve international governance of disease.

Similarly, it will support frameworks including the International Health Regulations, the Sendai Framework for Disaster Risk Reduction and the Global Health Security Agenda that frame efforts at national and international levels.

With cities likely to bear a disproportionate burden from future infectious disease outbreaks, it is time to involve mayors in pandemic preparation initiatives. The GPM could bring important local insight and leadership to these efforts.

By forming networks and partnerships to implement initiatives, mayors could make a meaningful impact on health security across local, national and international boundaries.







## Mayors' debate and commitments Health

Cities are on the frontline of global health challenges. There is an inextricable link between future global health and that of urban areas, with focus required on mental health, antimicrobial resistance and pandemic response.

On the panel: **Dr Rebecca Katz** of Georgetown University, **Mayor Grace Mary Mugasa** of Hoima, Uganda, **Mayor Jefferson Tamba Kojee** of Monrovia, Liberia, **Mayor Delroy Williams** of Kingston, Jamaica, with contributions from **Ryan Morhard** of the World Economic Forum and **Sylvie Briand** of the World Health Organisation

The spread of disease respects no national boundaries and so it is imperative that information, aid, and responses to pandemics is collated and disseminated at international, national and municipal levels. The rapid loss of antibiotic effectiveness is of huge concern – causes and effects are closely lined with poor quality sanitation, housing and diet.

They noted that municipal experience in managing some health issues can inform and guide national government policy, planning and funding allocation.

### Declaration pledges

1. Prioritise pandemic preparedness as a key component of urban health planning.
2. Collaborate with researchers and consultants to generate data to implement practical initiatives to improve urban health planning and pandemic preparedness.
3. Develop an intra-city mechanism to efficiently share information and experiences to facilitate emergency responses.
4. Call on national governments to:
  - Stimulate strong collaboration with mayors to develop health-related policy through communication, stakeholder consultation and financing.
  - Support research to estimate the costs of pandemic preparedness in cities, acknowledging the economic and political importance of resilient urban environments.
5. Call on international institutions to:
  - Advocate for financial and technical support to strengthen international strategic partnerships and one common global voice on urban health.
  - Collaborate with city leaders before, during and after pandemics.
  - Include city leaders in international frameworks of urban health. In particular, they called on the World Health Organisation to include city leaders in the World Health Assembly.



# Women in Leadership

Being a woman can bring additional challenges and opportunities to the role of city leadership. In an animated debate, attendees heard from a panel of women mayors about their experience, and discussed ways to encourage more women into leadership roles.



Hosted by **Bristol Deputy Mayor Asher Craig** and moderated by **Christine Bamford** of Women's Coin Foundation, with panellists **Mayor Célestine Ketcha Courtés OBE** of Bangangté, Cameroon, **Mayor Zandie Gumede**, Durban, South Africa, **Mayor Nan Whaley**, Dayton, USA, **Mayor Yvonne Aki-Sawyer**, Freetown, Sierra Leone, **Penny Gane**, chair of Bristol Women's Voice Network and **Caroline Hubbard** of the Women Mayors' Network (WoMN).

With small local variances, the genders are balanced globally. Yet fewer than 5% of city leadership roles are held by women – both a symptom of and a contributor to the significant underrepresentation of women's perspectives in city policymaking.

Cities need policies and institutions that are conducive to and supportive of gender inclusion – and women mayors and leaders have been effective in achieving that, for the benefit of all citizens. The session highlighted the value of women already in leadership roles mentoring those climbing the career ladder and the importance of offering help and advice.

During the debate the delegates presented more than 50 actions that the GPM must act on if it is serious about ensuring an increased representation of women in leadership roles. These include:

- For mayors and cities to support existing networks such as the Women Mayors' Network to expand the opportunity for mentorship, capacity building and solidarity.
- To join the Cities for CEDAW initiative which provides a policy framework for cities through applying the UN Convention on the Elimination of All Forms of Discrimination Against Women.
- To establish exchanges and joint working groups that tackle wider issues preventing women taking on leadership roles – for example the gender pay gap and underlying gender-based social and cultural barriers – and the creation of programmes to overcome them.
- To ensure that men are present in forums on women's leadership, so they can understand the constraints and opportunities opened through women in leadership.
- To engage young women through mentoring schemes, with existing women leaders as role models.

GPM is exploring collaboration with the Women Mayors' Network (WoMN) as a result of the summit.





# Enabling cities

## Social and creative economies

Entrepreneurs can be the life-blood of a city. They create new businesses, employment, and opportunities. Alongside business and technical innovators, social and creative entrepreneurs are essential. Their motivation to create beauty, social value and environmental benefit complements the development of economic wealth to build a better city and a better world. A recent British Council and Social Enterprise UK report outlined the potential for strong city leadership to unlock the entrepreneurial abilities of its citizens.

It concluded that a city economy rooted in social and creative enterprise would be capable of creating powerful, multidimensional solutions to challenges. It highlights Porto Digital, a technological innovation initiative based in Recife, Brazil, and Middelgrunden, a co-operatively owned windfarm in Copenhagen, Denmark, showing that bold city leadership can unlock the entrepreneurial abilities of citizens to tackle the challenges of today and build resilience for tomorrow.

Porto Digital has transformed Recife by creating new jobs and training facilities in the information and software technologies sector and the wider creative industries. In 18 years the park has grown from three companies to 230, employing around 7100 people and generating a yearly revenue of over R\$1bn (US\$429M).

Middelgrunden windfarm boasts 20 turbines. It is 50% owned by the 8650 investors in the Middelgrunden Wind Turbine Co-operative and 50% by the municipal utility company, Copenhagen Energy.

## Talent cities

Across the world strong city leaders are building robust partnerships to promote the development of the talent and skills of their citizens.

These partnerships are being introduced by the Global Parliament of Mayors' Talent Cities Network in the cities of Hoima, Uganda and Kandahar, Afghanistan following successful pilots in San Diego County, California.

They help to bridge between education and employment, creating better jobs and opportunities for citizens, and identifying barriers to professional development. It benefits people, businesses and cities alike.

The Talent Cities Network is designed to provide GPM mayors with the benefits of city interconnectivity around this important issue of talent management. The value of the network grows exponentially as each new city joins the initiative.

For further information about participating in the GPM Talent Cities Network, contact Gerri Burton: [gsburton@newlearningventures.com](mailto:gsburton@newlearningventures.com)





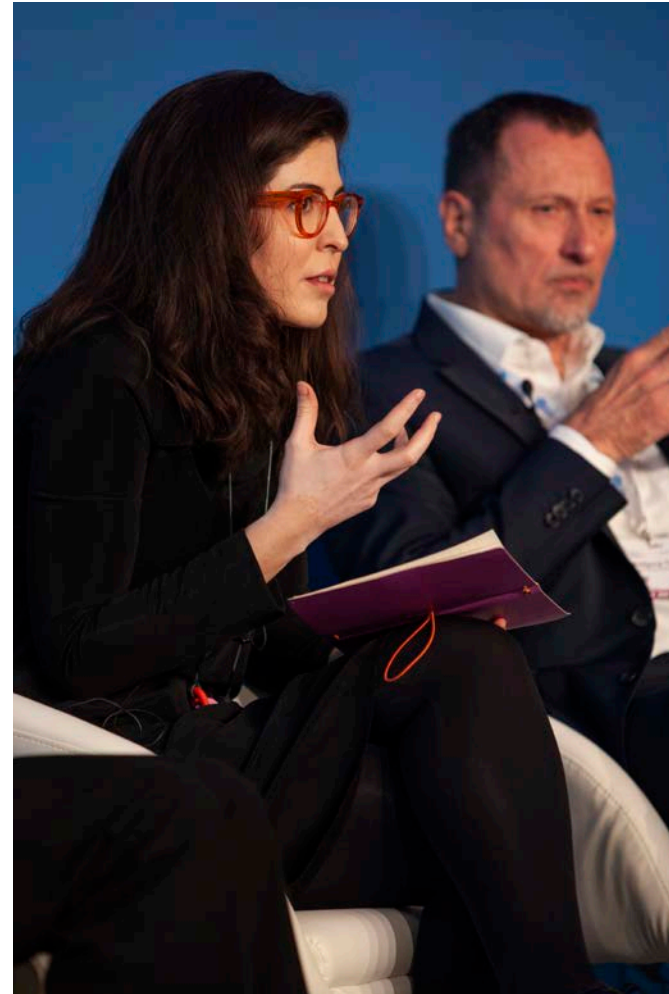
# City challenges and solutions

City Hall is where much of the decision-making affecting people's day-to-day lives takes place. Municipal leaders have the task of bridging between central government budget allocations and policy, and the needs of citizens and businesses.

In the run-up to the GPM 2018 Summit, mayors said they would welcome the opportunity to engage with business around pressing challenges, with the aim of better understanding the root issues, and discussing potential solutions.

The following pages present 'briefing papers' prepared for the event to prime discussion, plus headline insights from a series of breakout sessions with mayors from around the world and business leaders.

- Gaining greatest benefit from business
- Innovative finance
- Digital innovation and high tech
- Low energy and carbon
- Housing and transport
- Healthier cities





## Challenges and solutions

# Gaining greatest benefit from business

Investment, innovation and entrepreneurship rapidly take root when there is opportunity. City leaders have considerable power to create the right conditions by ‘tuning the market’.

Clear and consistent goals and policy encourage business to address city needs and work towards mutually beneficial outcomes. The skill is in creating common interest and constructive tension between public and private interests.

### Coming together for the common good

Private organisations are effective at working in voluntary coalition to address important issues. In the infrastructure sector there are currently ‘task groups’ tackling all of the issues being addressed by the Global Parliament of Mayors – energy and carbon, health, security, migration, housing and transport, digital, innovation and high tech and investment – among many more.

Leadership is often provided by individual companies, but also comes from professional institutions and academia. They recognise that they have collective power to change behaviours, set targets, and drive change.

The contribution of business task-groups can be substantially improved when given encouragement, direction and support by major influencers and procurers, including city government.

### Risk and opportunity

For public and private sector alike, the acid test for any urban initiative is its bankability: Does the benefit of investing outweigh the risk?

As a city leader, describe your vision, aims and priorities to business. Their appetite will tell you whether ideas have potential; and business will be able to help turn an interesting idea into a workable proposal.

That is because risk and reward are fundamental to business decision-making. Monetising non-financial risks can help to shine a light on issues that need attention. City leaders can benefit from specialist skills in advising on risk management and reduction – technical, environmental, social, regulatory and legal, as well as financial – and on achieving the greatest value for money.

### Open dialogue

City leaders must set agendas which balance business benefit with outcomes for citizens and safeguard social resilience. While consistency is important, it is also necessary to recognise that achieving long-term goals often requires flexible strategy and tactics. Open and honest dialogue between mayor, business and citizens is essential so that, as insight and understanding of key issues develops over time, adaptation can take place without jeopardy.

### Five key principles for progress

For mayors and the businesses they work with, there are a number of key guiding principles. Advancing an agenda is harder when any of them are absent. Applying them enables progress, helping to deliver better outcomes for all.

#### 1. Leadership

**Vision:** Describe what you want to achieve and provide the highest-level sponsorship and commitment

**Values:** Embed goals in your organisation’s DNA

**Policy:** Deliver clear and consistent policies to support those goals

#### 2. Culture and communication

**Behaviour:** Be clear what behaviours are wanted and reward them

**Communication:** Share knowledge effectively within your organisation, your supply chain, the wider industry and citizens

**Skills:** Develop skills through training at all levels within your organisation and within key parts of your supply chain

#### 3. Metrics and governance

**Baseline:** Establish your starting point and measure performance against it

**Targets:** Set stretching goals and strive to beat them

**Tools:** Give tools to those that need them

**Visibility:** Shine a light on performance, understanding and explaining successes and failures alike

**Governance:** Build control into the delivery process

#### 4. Innovation and standards

**Innovation:** Demand, enable, incentivise and reward innovation across your supply chain

**Standards:** Enable existing standards and specifications to be challenged and set new standards for best practice

#### 5. Commercial solutions

**Procurement:** Embed your goals in contractual solutions

**Reward:** Align supply chain objectives with your goals, provide long-term incentives, and share risks and rewards equitably

**Integration:** Remove blockers in your supply chain

Clare Wildfire for Mott MacDonald





## Challenges and solutions

# Innovative finance



Private wealth creation, choice, competition, stability and solid governance are key characteristics of a free market economy. Yet the efficiencies and innovation that often flow can produce unwanted consequences, such as unsustainable wealth inequality, social unrest, human suffering and environmental harm.

Most high-income countries operate some form of social market economy system to care for those who are at an inherent disadvantage, such as deprived communities, the elderly, children and people with a disability. It takes advantage of free market benefits, including innovation, efficiency and wealth, to provide for those unable to work.

Financial and professional services form a key part of the diverse skill set needed, if this economic model is to be successfully developed by the increasingly powerful cities and city-regions around the world.

### Creating the right conditions

To deliver sustainable development and bring the magic ingredients of diversity, vibrancy and enterprise, as well as a thriving social market economy, cities need to secure three goals:

- Equal access to good education.
- No extreme income inequality.
- Affordable and livable housing.

Education and labour market policies are key. Public authorities, businesses and education institutions must co-operate to ensure an agile and accessible education system, and implement employment policies that combine flexibility with social protection. At the same time, intervention in the social safety net is crucial. A basic income for every adult, irrespective of whether they are in paid work, will to an extent alleviate income inequality, making city living affordable and avoiding some of the worst consequences of the market system.

But there's little point in introducing a universal basic income (UBI) if rents are too high. Identifying solutions to an unbalanced housing market are the final piece of the social market puzzle. Building more houses, rent controls, subsidising landlords to help them improve housing stock and working to remove rogue landlords will all drive change in this area.

### Diverse cities are successful cities

For policymakers, the dilemma is what these interventions should look like and who pays.

The risks of inaction are potentially huge. Cities that reject diversity, operate inefficient labour markets and become monocultures with banal cultural and living experiences will become undesirable or frightening places. Global experience has repeatedly shown that when inclusion fails and disparity is rife, talent and investment leave, growth slows and poverty increases. The penalty for poor policy making is a spiral of decline, and vice versa for cities that get it right.

A social market economy is not a choice, it's a necessity and should, with the right leadership and vision, eventually pay for itself.

**James Beard, Paul Hammond, Frances Parrott**  
for Mott MacDonald



# Insights Innovative finance

Key questions

Innovative financial models: who pays for public services and infrastructure development in support of inclusive economic growth?

The shape of the future city economy: how can we include local people in the benefits of growth and what role can businesses play?

Migration, diversity and cohesion: how can we realize the economic benefits of diversity and migration, and secure cohesive urban communities?

Chaired by **Councillor Jon Collins**, leader of Nottingham City Council and **Deputy Mayor Pordis Loa Porhallsdottir** of Reykjavik, Iceland  
Sponsored by **Deloitte** and **Cordant Group**  
Moderated by **James Beard**, Mott MacDonald

1. Some services – housing, transport, energy, water – should not be left wholly to the market; profit to private shareholders should be limited, with a share reinvested for the public good.

2. Cities should delineate between public and private delivery with the view that public ownership of services ensures the best outcomes for citizens.

3. Public and private sectors in partnership should exercise the principle of ‘stewardship’ in the delivery and operation of infrastructure and services, to ensure benefits are delivered, value is fairly shared and profit is reinvested locally.

4. City hall and businesses should partner to gain the greatest value from corporate social responsibility and sustainability activities. City leaders should set out focussed objectives for an area and encourage businesses to ‘pool’ their CSR activities. Doing so would enable bolder targets to be set to meet local needs.

5. There is a generational divide in many cities: the needs of millennials are not being catered for, leading some to leave in pursuit of better job opportunities or improved access to housing and other amenities in other locations. Cities are therefore losing their ‘future stars’.

6. City-specific currencies can help ensure money is spent locally benefiting local traders and SMEs – one such is the successful ‘Bristol Pound’ used by some independent businesses in the city.

7. Smaller local SMEs are often innovative and socially minded but can be undermined by larger operations that stifle disruptive change. City leaders should assist the SMEs to compete with larger firms through supplying contracts.

8. Although immigration brings economic stimulus and benefit, established communities in receiving cities are often concerned about perceived and real impacts, which must be recognised.

9. It is important to create a positive narrative when dealing with local community fears in which the value and contribution of all are appreciated – newcomer and longstanding resident alike.

10. The city economy must enable people to benefit and to shape it, requiring creative collaboration between civic leaders, employers, product and service providers, and different generations. There is opportunity for them all.





## Challenges and solutions

# Digital, innovation and high tech

Whether it is a heat map that shows citizens the location, type and frequency of crimes, or real-time information about where and when it is safe to swim in locations affected by wastewater contamination, data is already being used in ways that give people new insights into the working of their city, allowing them to make better decisions.

We live in an age of data. Exponential capability growth in capability and reduction in the cost of data collection, storage, transmission and analysis is transforming how we live and work.

The challenge facing city leaders is how to guide this age of data – how to ensure that data-driven use of digital technology will genuinely improve the daily lives of citizens and contribute to the achievement of their cities' strategic goals without undermining human rights and personal privacy.

Today's city leaders must recognise that data is one of the most valuable resources they can deploy. The primary question is not which digital technology to adopt; this is a secondary question. First and foremost, the issue for cities is: what data do we have and how can we use it to deliver better public services for all?

Data is a resource. Digital technology is a tool.

Cities need to decide what they want to achieve using specific datasets, then select digital technologies that have been designed to deliver these required outcomes.

### Transforming services: cities must lead

A growing number of private sector organisations are transforming their own operations and the delivery of goods and services through data. Amazon is the largest and most extreme example of a company whose business model is founded on the successful use of data. As Amazon and others reap the rewards of growing rapidly through data they are transforming the customer experience and fundamentally changing expectations about daily lives and working practices at an individual, household and organisational level.

However, there is a widening gap between the way citizens and organisations receive goods transact and communicate with data-driven businesses and how they interact with public bodies such as schools, hospitals, transport and waste management authorities.

Citizen expectations about the quality, speed and simplicity of essential urban operations and services are changing. Frustrations about the gap between Amazon-style efficiency and 'last century' public sector service delivery need to be addressed.

The opportunity is clear: cities that use data to transform their own operations and public services have the potential to offer their citizens improvements – including the functioning of democratic processes – at a far greater scale and speed than in the past. The question is how?

### City-based data leadership: taking the right steps

Using data to transform public services and strengthen transparency and citizen engagement requires a different set of skills and a new approach. This is why so many cities that are leading the way in data innovation are focusing on the appointment of chief digital officers and/or on building new, agile teams capable of identifying and unlocking opportunities.

### Considerations for city leaders

- 1. Do you have the right people?** If you have a chief digital officer, are they sufficiently skilled to implement a service transformation strategy? Is your chief digital officer supported by a delivery team?
- 2. Are staff with data and digital skills empowered to propose, design and deliver service transformation?** Or are they obstructed from creating change?
- 3. Does your city understand the quality of its existing public services?** Digitising core operations and services will not, on its own, deliver quality improvements. If public service delivery is weak this must be acknowledged; data should be used to understand the weaknesses and opportunities, with digital solutions contributing to quality improvement.
- 4. Are you ready to have a more involved conversation with citizens about city challenges and the co-creation with citizens of new solutions?** One of the most powerful opportunities offered by the age of data is that of sharing data responsibly and being open to the spontaneous co-creation of new approaches to everything from essential public services to the design of new infrastructure.

### Mayoral action

Mayors that establish city-wide cultures where data is valued and viewed as a public good, and that adopt common standards for managing it, will be amongst the leaders in this digital age.





# Insights

## Digital, innovation and high tech

### Key questions

What steps could you take as a city leader to encourage and progress digital service transformation to business and citizens?

Do cities have the digital vision, strategy and skills to shape and participate in the data revolution?

How can city leaders use data and digital solutions to improve services, strengthen transparency and encourage greater citizen engagement and trust, while recognising the need for greater security around the use of personal data?

Chaired by **Mayor Tim Bowles** of the West of England Combined Authority and **Mayor Brian Barnett** of Rochester Hills, USA  
Sponsored by **Arup** and **Ramboll**  
Moderated by **Richard Shennan**, Mott MacDonald



1.

It is essential that city leaders work in partnership with businesses to create data and technology strategies that will benefit all areas of the community.

2.

The US Conference of Mayors has adopted the ‘3i Strategy’ which focuses on infrastructure, innovation and inclusion to empower city leaders seeking to stay at the forefront of the technological boom.

3.

‘Smart city’ technology can be used to influence policy, improve decision-making, drive better outcomes for business, city and citizen and improve value for money – and monitor the success of each.

4.

Improving the collection and management of data could help city leaders connect with their communities, improving the lines of communication to provide more focussed services more efficiently.

5.

Open data sharing will allow individuals, researchers, local businesses, scientists and SMEs to develop systems to support, enrich and improve communities.

6.

The West of England Combined Authority is committed to open data and is helping young people learn coding skills with which they can entrepreneurially develop new insights and solutions for the benefit of the city economy, population and environment.



## Challenges and solutions

# Low carbon and energy



Fourteen of the world's 17 largest cities and 40% of those with populations of between 1M and 10M are near the coast. Factor in rising sea levels and an increased incidence of storms resulting from climate change and the risk to people and infrastructure becomes clear. By the mid-2030s US\$200bn of investment each year will be needed globally to combat losses from climate effects. Cutting carbon emissions rapidly will help to limit the extent and severity of climate change over this century. Moreover, immediate action will be more cost-effective in the long run.

But low-carbon investment can also make cities more livable. For example, efficient and accessible low-or zero-emission public transport results in better quality of life, cleaner air and improved health thanks to more journeys by bike or foot. Since decarbonisation demands innovation, it also opens business opportunities.

### Regional difference and opportunity

There will be no 'one size fits all' solution due to geographic, cultural and political differences. However, innovators will be able to export their expertise to developing cities, while they in turn have the opportunity to leapfrog present low-carbon leaders – something already happening in the energy sector.

### Beware of risk

The G20's Financial Stability Board has created the Taskforce for Climate-related Financial Disclosure (TCFD), the supporters of which include systemically important lenders, banks, insurers and credit rating agencies. Collectively they control one third of global wealth.

TCFD members are starting to ask businesses to disclose and manage their climate-related financial risks:

- Ability to transition to a zero-carbon economy that will prevent global temperatures rising more than 2°C above the pre-industrial average.
- Physical resilience to the effects of climate change still to come.

They say they will withdraw services from organisations that fail to disclose and manage their risks effectively, and favour those that do. Action is expected as early as 2019 – and TCFD supporters emphasise that, as users of financial services, public sector organisations are as much in their sights as private ones.

Mayors should beware of the importance of de-risking their own operations and those of their agencies and service providers. They should also emphasise the importance of action to major employers, which stand to lose or gain depending on their response.

### Show strong leadership

Worldwide, more than 9000 cities have committed to reduce emissions in line with the Paris Agreement. Low-carbon city strategies should focus on identifying and quantifying the benefits of low-carbon infrastructure on the local economy, and the mechanisms and enablers to realise the advantages.

Decarbonising the economy involves a combination of wholesale transition to renewable energy and energy storage, deferring investment in new physical infrastructure by meeting social and economic needs with digital solutions, behavioural change, radical efficiency in new assets and services, and low-carbon retrofits to existing ones.

In the infrastructure sector, embodied carbon savings of more than 60% leading clients are achieving, delivering cost savings of up to 30%.

The methods used by those organisations at the cutting edge have been codified in an international

standard for managing carbon, PAS 2080. As important clients for infrastructure and services, city mayors can demand action by their supply chains.

### Join up thinking

The scale and population density of cities allow energy and resource flows to be used more efficiently by taking a system level approach and integrating energy, heating and cooling, transport and waste in a way not possible at low population densities. As cities increasingly compete and collaborate across national boundaries and seek to attract investment, skilled employees, students, start-up communities, establishing low-carbon credentials can be an important pull factor.

The data and digital revolution is creating opportunities to consider systemic solutions. City leaders are well placed to drive joined-up solutions across previously siloed city operations and services.

### Catalyse investment

Significant low-carbon solutions will require private investment and business buy-in. Leadership is needed to bring together diverse stakeholders to create bankable solutions.

### A resilient new world energy

By mid-century an additional 2.5bn people will inhabit our planet. Two-thirds of the 9.5bn global population will live in urban areas. Mayors must take centre stage in acting to combat climate change.

**Maria Manidaki, Mark Crouch and Clare Wildfire** for Mott MacDonald

More than half the world's population lives in urban areas. Cities consume more than two thirds of global energy and account for 70% of carbon emissions. With more people migrating to cities, their carbon footprint will rise further unless the world successfully transitions to a low-carbon economy.



# Insights

## Low carbon and energy

Key questions

What can cities do to optimise the interaction between energy supply and energy demand?

What can city leadership do to encourage business investment and buy-in to the new low carbon energy landscape?

Chaired by **Mayor Hubert Bruls** of Nijmegen and **Councillor Huw Thomas**, Leader of Cardiff City Council  
Sponsored by **NEC** and **YTL**  
Moderated by **Clare Wildfire**, Mott MacDonald



1.

Successful low carbon solutions must have a strong business case – they should outcompete conventional solutions on whole life value and deliver a stronger return on investment.

2.

Business can bring the ‘know how’ but the public sector holds many of the assets businesses need – roofs for solar panels, landholdings for other forms of renewable energy, and waste streams that can be converted to energy.

3.

Investment in low carbon and alternative energy methods should be encouraged through the supply chain as well as investment through pension funds and procurement methods.

4.

Carbon reduction should be seen as an essential part of local and national responses to climate change, helping to minimise the frequency and severity of climate impacts.

5.

Mayors and city leaders have an important role in promoting buildings and city-scale energy solutions such as micro-generation, battery storage, thermal energy storage and vehicle-to-grid technology.

6.

Local businesses and citizens must work together to develop a new standard for energy solutions.





# Challenges and solutions

## Housing and transport

The growth in our cities is relentless, creating demand for more and better housing, and parallel demand for connectivity.

Lack of connectivity restricts access to work, health, education and leisure activities, which can contribute to economic underperformance, social isolation and instability.

Mayors face the challenge of planning, funding and delivering inclusive growth in the face of rapid change and significant uncertainty. As well as the impacts of migration and ongoing financial constraint, digital technologies are transforming work, leisure and retail behaviours, while social equality and inclusion demands significant work to improve access to quality transport and housing for all.



### Plan a livable city

Planning of integrated sustainable developments can be aided by digital technologies to analyse the accessibility of employment and essential services, such as schools and hospitals, from potential housing land.

A land-use plan to ensure housing is near essential services can help to create a 'short-distance city' where walking and cycling become transport modes of choice.

City leaders must be aware that in the absence of high-quality public transport, private cars often meet the need for connectivity, with consequences for the environment and public health.

### Respond rapidly

Coping with migration and the influx of refugees presents a housing issue for which municipalities can prepare. Digital project delivery methods including building information modelling (BIM) and design for manufacture and assembly (DfMA) make it possible to deliver many thousands of housing units – plus supporting infrastructure – faster and at lower cost than conventional construction. Using BIM, a standardised set of designs can be drawn up for buildings and infrastructure that can be delivered rapidly in response to a crisis.

Designs should cover housing units and communal buildings such as clinics and schools, as well as infrastructure. There is also a need for generic urban plans that can direct spatial zoning within settlements, organise utilities and govern growth. Industry is developing such techniques for speed and efficiency in developed nations. The challenge for the GPM is how to create the conditions for such benefits to be directed towards those in most need.

### Unlock funding

Providing robust, efficient, affordable public transport has an 'uplift' effect on land value – a well-serviced bus interchange typically raises value by 5%-15%, and a commuter rail hub by 10%-20%, over a radial area of up to 1.5km. In addition, the density and value of property within this area will also be higher. This provides an opportunity for city administrations to generate revenue through direct and indirect levies or contributions in kind, or to mandate the inclusion of housing and affordable public amenities.

Mayors can also progress much-needed housing and transport improvements by challenging conventional cost-benefit analysis methods to prove there is a

business case that will justify investment. Traditional economic appraisal models highlight, for example, reduced journey times as the primary benefit. To unlock investment, a wider economic assessment is needed to identify and capture the potential local social and economic benefits, and quantify their contribution to the regional or national economy.

### Embrace the new

New housing models such as shared living and intergenerational homes, or even micro-homes, may become viable, some of which may come from disruptive new market entrants. As well as bringing much needed space and cost efficiency, they will address other critical city issues such as social isolation and energy demand.

In many cities, rapid urban development is the norm, using modular solutions, BIM-based catalogues of ready designed construction products and DfMA. All offer time, cost and carbon savings, improve safety during construction, and enable easier adaptation as city needs change.

Mayors have a critical role to play in encouraging, enabling and gaining acceptance for innovations that will optimise their spend to meet today's needs while being prepared for tomorrow's pressures.

### Support synergies

In affluent cities, private car ownership is likely to remain common, but in the next 10 years there will be a large-scale shift from internal combustion to electric power. Electric vehicles can store power and release it back to the grid when parked, contributing to energy efficiency and resilience of supply for homeowners and the area power provider alike.

Mayors can play an important role by supporting the development of smart grids and vehicle charging infrastructure in their cities.

The introduction of autonomous vehicles into cities is an uncertainty that is essential to consider, not just due to the impact on city planning but also on energy use. Steering a solution based on shared rides rather than single use will help to curtail the potential increase in energy demand that autonomous vehicles could inadvertently generate.

Jo Baker and Clare Wildfire for Mott MacDonald



# Insights

## Housing and transport

Key questions

How can city leaders stimulate business, and particularly SMEs, to innovate with the aim of improving whole life service and cost, and close funding gaps?

How should city leadership and business collaborate, fund and innovate to deliver housing, transport and connected infrastructure rapidly. Mayors should take in to consideration changes from technology innovation and national and international migration.

How can city leaders best drive and benefit from uplift in land value for their citizens?

Chaired by **Mayor Bima Arya** of Bogor, Indonesia and **Mayor Joe Anderson** of Liverpool, UK  
Sponsored by **Womble Bond Dickinson** and **Arcadis**  
Moderated by **Joe Baker**, Mott MacDonald



### 1.

Housing and transport are major influences on the quality of life for citizens, population health and economic prosperity, not just in the city itself but in the wider region.

### 2.

The pace of change in transport is fast. Cities are being asked to respond to issues in which few are experienced, underlining the importance of mayors and city leaders working with business experts to ‘plan for uncertainty’.

### 3.

Cities need a strong plan to prevent businesses from gaining undue and unbalanced influence/control over service provision, revenue and spending. Housing and transport must meet social and economic needs, not just serve financial interests.

### 4.

Cities should work together and share learning on new technology experiences and applications to help improve delivery of transport and housing solutions.

### 5.

Properties lying empty when there is a crushing need for affordable housing is a concern. In developed economies city authorities have an important role to play in identifying and managing vacant properties. This can be done by working with businesses to monitor consumption of water and energy. Targeted taxation may be a way of pressuring owners to put empty buildings into use.

### 6.

Developed countries should pass on knowledge to developing nations to improve housing and transport, assisting ‘leapfrog’ advances in efficiency, performance and value and delivering a better standard of living. This would play a part in reducing emigration. The GPM should organise an event in West Africa to promote this.







## Challenges and solutions Healthier cities

A thriving urban economy has obvious advantages for the health of city dwellers – it affects everything from diet and access to medical care to air quality, sanitation and worker safety.

The relationship between city governments and business is a crucial one. City leaders must be aware of potential tensions between the pursuit of short-term profit and long-term improvements in health, for example pollution from industry and vehicles, unsafe working environments, poor sanitation and mental stress. Several responses should be considered.

### 1. Stand firm against vested interests

Tobacco growing, manufacture and sales can be important sources of employment and taxation revenue. But tobacco kills more than 7M people each year worldwide; half of those who use tobacco die of it.<sup>1</sup> A UK local government Declaration on Tobacco Control commits councils to “protect our tobacco control work from the commercial and vested interests of the tobacco industry by not accepting any partnerships or payments.”<sup>2</sup>

### 2. Challenge the status quo

Car use tends to increase with economic growth. However, in most cities that monitor air quality, pollution exceeds World Health Organization (WHO) thresholds for safety. Half the urban population monitored is exposed to air pollution at least 2.5 times higher

than the recommended maximum, putting people at added risk of chronic health problems. Contributing factors include social aspirations to car ownership, transport and planning policies oriented towards use of private cars, and economic reliance on fossil fuels.<sup>3</sup>

City leaders have significant control over transport and can implement integrated rapid public transport to take cars off the road. In many locations the automotive industry is a major employer. Mayors can play a part in sustaining this while reducing pollution by promoting travel by autonomous electric vehicles and working with the private sector to install charging points and smart infrastructure.

### 3. Intervene for the public good

Fatty and sugary foods can be tasty and cheap. About 13% of the world’s adult population are obese, and the number of people with diabetes has risen from 108M in 1980 to almost 500M today. Diabetes is a major cause of blindness, kidney failure, heart attacks, stroke and lower limb amputation.

Healthy diet, regular physical activity, maintaining a normal body weight and avoiding tobacco use prevent or delay the onset of (the most common) type two diabetes.<sup>4</sup>

Policies that play a part in assisting the population to maintain a healthy weight span health, agriculture, transport, urban planning, environment, food processing, distribution, marketing, and education.<sup>5</sup> Through transport, policy makers can promote walking and cycling. Through planning and the discretion over business rates levied, they can encourage neighbourhood stores to sell healthy

foods at affordable prices. And they can promote healthier school meals, while regulating the number and type of food outlets near schools.

### Be prepared

With intercontinental air travel and mass migration, no city can expect to fully isolate itself from infectious diseases and global pandemics. However a city that invests in initiatives and infrastructure to improve public health will be more resilient to health crises. As with other aspects of healthcare, relationships with the private sector are crucial to prevent or manage pandemics.

Most mayoral responsibilities include public health, and awareness of this should inform masterplans and policy making. The physical environment, social connectedness and public safety act as barometers of the health of a city, guiding mayors where to take action and prioritise investment.

### Set the example

Municipal governments are large employers, often the biggest in the city. They can set an example by implementing working practices that encourage their workforces to adopt healthy lifestyles – and encouraging organisations in their supply chains to do likewise.

Together, mayors, local government and business can improve the health of citizens. It involves recognising the benefits business brings and constructively challenging business practices that endanger health.

**Dr Catriona Waddington** for Mott MacDonald

<sup>1</sup> [www.who.int/en/news-room/fact-sheets/detail/tobacco](http://www.who.int/en/news-room/fact-sheets/detail/tobacco)

<sup>2</sup> [smokefreeaction.org.uk/wp-content/uploads/2017/06/Declaration.pdf](http://smokefreeaction.org.uk/wp-content/uploads/2017/06/Declaration.pdf)

<sup>3</sup> [www.who.int/en/news-room/detail/07-05-2014-air-quality-deteriorating-in-many-of-the-world-s-cities](http://www.who.int/en/news-room/detail/07-05-2014-air-quality-deteriorating-in-many-of-the-world-s-cities)

<sup>4</sup> [www.who.int/en/news-room/fact-sheets/detail/diabetes](http://www.who.int/en/news-room/fact-sheets/detail/diabetes)

<sup>5</sup> [www.who.int/en/news-room/fact-sheets/detail/obesity-and-overweight](http://www.who.int/en/news-room/fact-sheets/detail/obesity-and-overweight)



# Insights

## Healthier cities

Key questions

How can city leaders balance political and economic growth issues to achieve healthier cities?

What is the role of business and employers?

Scenarios to consider

- A tobacco company wants to sponsor a city-owned green space near its factory, providing funding for playground maintenance and improved gardens.
- School pupils consume high fat, high sugar lunchtime meals because fast food outlets are located nearby, providing cheap, tasty but unhealthy food.
- A major new employer plans to build premises in the suburbs with a huge parking area for its employees.

Chaired by **Mayor Jefferson Kojee** of Monrovia, Liberia and **Councillor Nick Forbes**, leader of Newcastle City Council  
Sponsored by **UWE** and **Georgetown University**  
Moderated by **Catriona Waddington**, Mott MacDonald



### 1.

City leaders have significant influence over the health of the population but it is principally through ‘soft power’ rather than direct control.

### 3.

All sections of the community have a role to play in achieving improvements, not just experts, mayors and health professionals. Strategies should be developed that enable communities to take some control and responsibility for their own health, including diet, street cleanliness, sanitation and drug use.

### 2.

Health is closely intertwined with influences such as poor sanitation, substandard housing, job insecurity and low standards of living.

### 4.

Experience and best practice in tackling health issues can be transferable from city to city. Practical ideas and solutions to improve health and wellbeing are best shared through networks such as the WHO Healthy Cities Network.





# Cities at Mott MacDonald

If you don't know Mott MacDonald, the headline facts are we're a 16,000-strong, global engineering, management and development consultancy. For 150 years we've been working with city leaders to finance, design, deliver and manage infrastructure and services for the benefit of citizens and business. Our multisector, multiskilled makeup, allows us to look at issues holistically, identifying potential risks, opportunities and synergies. We care about the aspirations of those we work with – but we also like to challenge assumptions, look at problems from different angles and question the status quo. We're about:

## Providing opportunity

Successful cities provide opportunity and amenity – from which stem innovation and entrepreneurship, jobs and economic vitality, learning, recreation, social care, artistic creativity and cultural richness.

## Making connections

Achieving ever-better social, economic and environmental outcomes requires in-depth knowledge of each system – and also of the connections between them all.

## Integrating systems

These benefits are enabled by social and physical infrastructure systems that are closely integrated and interdependent – a joined-up system of systems.

## Creating value

Through insight and understanding, synergies can be achieved, efficiencies realised, performance optimised, wellbeing advanced and new value created.

# Improving people's lives

Partnering with metropolitan authorities, infrastructure owners and operators, investors, businesses and communities, we work to achieve transformative results that improve people's lives.

We believe that successful cities should be:

1.

## Diverse

Culturally, socially and economically, because that's what makes cities stimulating, rewarding and sustainable.

2.

## The product of their environment

Meeting local needs while respecting local issues such as climatic conditions, availability of resources and environmental and social impacts.

3.

## For people

Promoting wellbeing through social inclusion, creation of economic opportunity and providing access to essential services.

4.

## Flexible and responsive

Capable of accommodating unexpected changes required by social, environmental, economic or technological factors.

5.

## User-friendly and convenient

Providing employment and amenity 'on the doorstep'.

6.

## Intelligent

Meeting new needs and addressing old ones in new ways, seizing the potential of emerging technologies and testing the validity of conventional solutions.

7.

## Efficient

Providing convenient, affordable, high-quality service while satisfying growing social and environmental standards.

8.

## Durable, adaptable and resilient

Built to last, accommodating expansions and renewals when required, and designed to withstand or recover swiftly from events associated with climate change.

9.

## Joined up

Realising synergies between linked systems and cycles so that everything works better.



## Closing statement

# Energy, creativity, ingenuity

It's been a great pleasure to moderate the GPM Summit 2018, and it is clear to me from the discussions we have had that cities are at the front line in facing many of the world's most pressing global challenges, from migration and urban security to global health and climate, and that city leaders are increasingly called upon to respond to these challenges on a day-to-day basis.

This experience shows mayors and their teams are uniquely well-placed to offer their insights into the international frameworks that are trying to solve these critical issues. I have been very impressed by the energy, creativity and ingenuity which city leaders bring to these issues, and their dedication to ensuring that the citizens they represent are heard and understood in international forums.

The resolutions adopted in the GPM represent a bold new vision for the role of cities – one I very much hope we continue to see develop in the future.

**Sharmila Nebhrajani OBE**, chief executive, Wilton Park and GPM Summit 2018 moderator





# One line

When the overwhelming tide  
of things threatens to drown me,  
sink pincers into my skin  
hold these shoulders hostage,  
I remember the small graces  
from which all change takes subtle cues

For example: there is often a line in a poem,  
A scatter of letters, the humblest image  
that sets the forest of the mind alight.  
This is what truly makes the poem sing  
Not just a frivolous gathering of words  
But a living thing demanding our hearts  
to take on braver shapes

One line can pull the reader out  
from the mouth of despair  
Perhaps make the world  
sit a little softer in its cradle  
Suddenly we feel less alone  
Part of a picture of clashing colour  
A chaos that somehow finds unity at its core

Much like that one line in that one poem  
There is often one person in one city  
A figure of hope and steady purpose  
Who must somehow weave the magic  
of doing the best for the most  
An intricate dance of balance and bargain  
When pulled in fifty different directions,  
You make an oath to all of us  
A contract in concrete, sweat and ink

But there will always be  
An endless web of voices  
Sprawling out to no man's land  
Many leaders shout to be heard and heeded  
Countless native tongues colliding  
A constant clash of splintered Esperanto  
We all know that feeling  
Being stuck in a crowded room  
Thinking we might disappear — our voices  
Unacknowledged in a sea of noise  
The fear that we will be the line  
Carelessly cut from the poem

For the cities make up the countries  
which make up the nations,  
And our nations are sick and splitting,  
Not just over one law or one war  
But the sickening rush of uncertainty  
The rumble of a changing world  
Ripping fissures beneath us  
Yet the more our shared problems bind us together,  
The more we make borders of land and language  
Sealing off our tongues  
Reaching for the brute  
Slang of violence

But surely,  
great cities are built like beautiful verse  
Each detail matters, every paving stone and playground  
the regal churches and neglected alley ways  
Every person that walks its streets  
An essential part of the terror and beauty  
That tussle for dominance under one kaleidoscopic sky  
We have been starved of leaders  
who listen to those on the ground  
These are the humble streets you represent  
The hoarse voices that trust you  
with their myriad griefs and dreams

We are the lost sentences of this city's story  
Full and fair and unvarnished  
Offer us up as a precious contribution  
Not much by ourselves  
But without us, the poem that speaks  
Of this whole world could not be complete

**Vanessa Kisuule**  
writer, artist and performer

[vanessakisuule.com](http://vanessakisuule.com)

