



Metropolis Strategic Action Plan 2021-2023

*Active listening to transform
our metropolitan spaces*



Foreword

Note from the President

Cities carry modernization and life. According to the United Nations, 55% of the world's population lives in urban areas, a proportion that is expected to increase to 68% by 2050. Cities have been decisive in achieving the UN Sustainable Development Goals since urban governance and development influence the fulfillment, happiness and security of each of us.

The year 2020 has witnessed the collective response of cities around the world to the critical challenges during the COVID-19 pandemic. The reality has proved that the destinies of people from different cities become ever-more entwined and interconnected and that solidarity and cooperation are the most powerful weapons for cities to overcome crises. The year 2020 also marks the 35th anniversary of the World Association of the Major Metropolises (Metropolis). As an international organization focusing on metropolitan cities and a pivotal platform for multilateral cooperation among cities, Metropolis has been committed to solving urban problems and driving sustainable urban development. Its wisdom and energy have strongly promoted exchange, governance and joint response to challenges among cities.

Standing at a new historical starting point, Metropolis still has its missions and responsibilities in mind and has formulated this 2021-2023 Strategic Action Plan. The Action plan brings together the efforts and wisdom of 141 members across the globe, and it expects to provide directions and pathways for cities to tackle challenges and problems and to optimize their governance in the next three years.

We are convinced that the Action Plan will encourage cities to voice their opinions



People's Government of Guangzhou Municipality

in the international community, consolidate and enhance the crucial role of cities in achieving the UN Sustainable Development Goals, and empower metropolises to be a leading global force.

We are convinced that the Action Plan will make cities more resilient and flexible, and more functional in promoting economic development, ecological balance, social harmony, gender equality and livelihoods, and therefore propel cities towards a more sustainable future.

We are convinced that the Action Plan will allow Metropolis to perfect internal management and pool network resources, expand its influence in the exchange and cooperation among cities, and build a community with a shared future for metropolises.

We hereby call on all member cities to fully support and participate in the implementation of the 2021-2023 Strategic Action Plan, jointly address challenges, pursue common development and shoulder responsibilities, cooperatively promote global urban governance towards joint contribution, co-governance and shared benefits.

Wen Guohui
President of Metropolis
Mayor of Guangzhou



Note from the Secretary General

For the world's mayors and urban practitioners, these are times of great complexity and rapid change. The COVID-19 pandemic and its health, economic, and social devastation is only the latest upheaval. Natural disasters are growing in intensity and frequency, human migrations are expanding, and trust in institutions is fraying.

What this means for urban leaders is clear: It's more important than ever to be forward-looking and adaptable in a rapidly changing environment. The same is true for Metropolis. As the world's association of large metropolitan areas, we are taking a prospective approach to the research, training, and city-to-city learning opportunities we offer members. Our goal is to help the 141 local governments comprising our membership not only respond nimbly to emerging challenges but also find opportunities to build more equitable, resilient, and prosperous societies.

This Strategic Action Plan explains how Metropolis will do that over the next three years. Critical to all of it is active listening. What we mean by that is Metropolis staff remain in continuous contact with members, to hear their needs, understand their priorities, and connect them with peers and experts who can help solve common problems. In a period of constant change, it's essential that we know exactly what kinds of urban planning support metropolitan leaders want from Metropolis — and to deliver it quickly.

What they're saying is that metropolitan areas are wrestling with four key challenges: urban growth, resilience, public legitimacy, and digital disruption. Going forward, Metropolis will focus our capacity-building work with local governments in these



four thematic areas — all while keeping up our longstanding push for gender equality across all of our work. To stay nimble and responsive to members’ needs, we will revise our work plan each year based on emerging opportunities. To remain accountable, the Metropolis Board of Directors will evaluate the results annually.


Even as we adopt this new lens on our work, Metropolis remains committed to core strengths the association is known for around the world. We will continue to amplify the voice of metropolitan leaders on the global stage and advocate for policies that give them the tools and resources they need to govern effectively. And we will bolster our unique expertise in the ways large and often fragmented urban areas can strengthen their systems of metropolitan governance.

After 35 years, Metropolis continues grow the world’s shared understanding about metropolitan issues, from the practical experience of a diverse global membership. We’re giving members the tools for better decision-making and urban planning, so that mayors and urban practitioners can deliver the best results for all their residents.

Octavi de la Varga
Metropolis Secretary General

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Metropolis

*in the
metropolitan
era*

Our planet is headed toward an urban future, as it is often said. We also are advancing toward a metropolitan future, characterized by large cities surrounded by spread-out suburbs, forming urban agglomerations of unprecedented complexity and diversity. Today, more than 1.8 billion people live in cities with more than 1 million inhabitants. That's 43% of the world's urban population and 24% of all people on the planet.¹

These metropolises are where talent and capital come together to produce the bulk of the world's wealth, creativity, innovation and artistic output. They're also where our most pressing challenges loom largest, from intensifying inequality, gender disparities and social segregation, to environmental degradation and climate change, to the newest threat facing the planet, the COVID-19 pandemic. Yet too often, a lack of coordination between different levels of government, or even competition between them, leaves metropolitan spaces unable to capitalize on the benefits of urban growth and to minimize its negative externalities.

Metropolis, the World Association of the Major Metropolises, is the leading global voice on strengthening metropolitan governance and the metropolitan section of United Cities and Local Governments (UCLG). We bring together local and metropolitan governments in a unique association dedicated to finding answers to the current and future challenges facing metropolitan spaces. With more than 35 years of experience in this field (see Appendix I),

we foster global cooperation, dialogue, and sharing of knowledge and solutions, grounded in the experience of our members. Together, we elevate the collective voice of metropolises on the global stage, connecting them with the global agendas in a positive two-way feedback, while building our members' individual capacities to better deliver public policies and services to metropolitan residents. .

Metropolis is its members (see Appendix II): 141² local and metropolitan governments from 61 countries. We exist because of the strong conviction of political representatives, managers, policymakers and practitioners representing these governments that global cooperation, dialogue, and knowledge sharing are critical for metropolitan spaces to thrive in a time of great urban challenges.

We are committed to active listening to the needs, concerns, and priorities of our members. Our Board of Directors is a collaborative and diverse group of political leaders from more than two dozen local, metropolitan, and regional governments; our Secretariat General is composed of urban experts, project managers, and relationship-builders based in Barcelona; and the association also counts on five regional secretaries to liaise with metropolises in Africa, Asia, Europe, Latin America and the Caribbean, and North America.

This is our Strategic Action Plan to guide our work for the next three years.

Metropolis is
the leading
global voice on
strengthening
metropolitan
governance.

¹ Source: UCLG (2019).

² As of November 2020.

#MetroGovernance

There's no one-size-fits all approach to governing large metropolitan spaces, and a variety of models exist around the world. In 2018, Metropolis coined the term #MetroGovernance to encompass five necessary factors for a sound approach:

- **Leadership:** Strong commitment from political leaders to work across jurisdictional boundaries for common benefit.
- **Inclusion:** Bringing the voices of citizens into the decision-making process.
- **Cooperation:** Active engagement across all levels of government to work together toward a long-term vision widely agreed to by all stakeholders.
- **Framework:** A legal and institutional framework that favors cooperation.
- **Resources:** Adequate funding and technical capacities for institutions representing a metropolitan perspective on governance.

Gulbakyt Dyussenova World Bank on Flickr



How we drive impact

In an increasingly crowded landscape of national, regional, and international city networks, Metropolis is distinguished by 35 years of expertise on **metropolitan governance** in the world's largest urban areas. We are a **collaborative** and **caring** association, dedicated to **actively listening** to the priorities of our members, learning from their experiences, and delivering them value.

We provide global leadership and advocacy to build a case for the importance of sound metropolitan governance and our programs give metropolitan communities tools they need to make better decisions. For example:

- Through the **Metropolis Observatory**, we research emerging issues and best practices on issues like transportation, digital transformation and inequality, and track data from around the world on 38 key indicators of metropolitan governance.
- Through our **USE (urban sustainability exchange) platform**, we showcase and connect innovative and practical solutions to urban issues for and from citymakers across the world.
- Our **Cities for Global Health platform**, launched with several partners in the early days of the COVID-19 crisis, spreads ideas from more than 100 cities on ways to address the health, social, and economic impacts of the pandemic.
- Through our **Gender Mainstreaming strategy**, we promote the incorporation gender equality at the center of urban and metropolitan policies and advocate for the inclusion of gender equality in global agendas.
- Through our **Pilot Projects**, we connect metropolitan leaders on different regions to learn from each other's experiences on specific issues and develop solutions to common problems.
- Our **City Managers Community** brings together senior managers from our membership to discuss, exchange, and find solutions to critical metropolitan challenges.
- Our **Emergency Governance Initiative**, a partnership with UCLG and the LSE Cities at the London School of Economics and Political Science, is analyzing the impact of emergencies on urban governance.
- Through our **learning initiatives**, including Metropolis International Training Institute (MITI), members' technical staff and political representatives attend training sessions on topics such as sustainable mobility from a gender perspective, internationalization, inequalities, and finance, among others.
- Through a **partnership with the Guangzhou International Award for Urban Innovation**, we challenge cities to solve big problems in new ways and learn from the world's most exciting new urban solutions.

These initiatives reach far around the world. Services that we deliver make an impact on the lives of more than **608 million people living in the territories where our members operate**. Most of them have a long and lasting relationship with our association. Each year, more than **1,000 urban leaders** engage in our learning opportunities and events, and more than **100 experts** in fields such as urban planning, gender, equality, mobility, innovation, and energy governance collaborate with us. More than **32,000 people follow us on social media**.

What gender mainstreaming means to us

A strategy that is laying bare the different realities and needs of women and men, and designing policies to build societies with more gender justice. It is a dual strategy: on the one hand, specific actions targeted at women and vulnerable groups are created and developed and, on the other, overall policies are designed, implemented, and evaluated to identify and anticipate impacts on women and men.

It is part of our gender mainstreaming strategy, thus, to apply gender criteria in the management of the association's projects and to boost women's leadership in our statutory bodies, as well as to lead gender awareness-raising initiatives, and to identify and share policies, strategies and instruments that promote gender equality among our members. This allows us to generate a common base of gender knowledge which helps placing gender issues on the agenda of our membership, and contributes to implementing global and regional agendas for the rights of women and vulnerable groups.

Focus on metropolitan governance

Our focus on metropolitan governance has never been more important. Today's urban challenges do not stay contained within municipal boundaries. Rather, metropolitan spaces are deeply interconnected places, where citizens may live, work, shop and use services from different jurisdictions as they go about their daily lives. And the challenges are only growing more complex, as the COVID-19 pandemic shows us. **The health, economic, and social consequences of this new disease confront us more than ever with the contradictions and vulnerabilities of our urban societies.** What's more, the pandemic has deepened and accelerated pre-existing tensions and inequalities, particularly in relation to women.

Global metropolitan challenges

For the next three-year mandate, we will focus our work on four critical challenges we hear from our members that local leaders are facing. They are metropolitan-scale issues that we are uniquely positioned to tackle on a global level. And they are challenges that are in many ways still emerging and rapidly evolving, so there is an opportunity to help metropolises adopt a more forward-looking prospective approach.

- **Urban growth** is continuing at a fast pace, exacerbating inequalities related to affordable housing, employment, healthy urban spaces, water and sanitation, and inclusive and environmentally sustainable mobility options, as well as to an efficient waste management system.
- **Resilience** is needed to respond to social, economic, and climate-related emergencies striking metropolitan spaces with increasing frequency and magnitude.
- **Public legitimacy** is in crisis, as local governments require more transparency to combat corruption, and a more inclusive approach to bringing more voices, especially those of women, into decision-making processes.
- **Digital disruption** brings unprecedented possibilities for metropolitan spaces to access, share, and use data and information, but, at the same time, is creating a widening "digital gap" among citizens while their digital rights need to be ensured.

Metropolitan metrics

To date, we have collected, through Metropolis Observatory, data on key indicators from 71 metropolitan spaces across the globe, where 82 of our members operate. This gives members an important tool to understand how they compare with their peers on a wide range of governance, social, economic, and environmental questions, and to provide guidance on policy-making. Here are some critical indicators related to these challenges:

	Average
Gender pay gap (women's income compared with men's)	53%
Population density (inhabitants per square km)	2,642
People living below the poverty line	8.9%
Air quality (annual mean concentration of particulate matter of less than 2.5 microns (PM2.5) in the metropolitan area)	35.1 ³
Fiscal autonomy (own-source revenue as percentage of the total metro revenue)	62%
Life expectancy (years)	73.7

This **Strategic Action Plan** enables us to answer these challenges and guide our work through the next three-year mandate, from 2021-2023. This document has been co-designed with our members to ensure that we are strategic in our approach and working collaboratively toward progress.

This Strategic Action Plan enables us to:

- **Align the association's resources and actions** around common goals and strategies.
- Strategically **communicate the value proposition** of the association.
- **Foster a learning association** with a robust accountability system.
- **Collect lessons learned and adapt new strategies**, products and initiatives to help our metropolises improve the quality of life of all their residents without discrimination.
- **Work together** with a wide range of stakeholders in rethinking future scenarios.
- **Develop a forward-looking approach** and propose solutions for transforming and planning our metropolises.

³ According to the World Health Organization (WHO), an annual mean PM2.5 concentration of 10 µg/m³ be considered to be below the mean for most likely effects.

How was the Strategic Action Plan 2021-2023 created?

This strategic action plan is the result of a participatory process that built on the contributions of almost 100 people, including representatives of our members, partners and collaborators, as well as the Metropolis Secretariat General staff. It began in November 2019 with a two-day strategic meeting in Barcelona focused on identifying the organization's strengths, challenges and opportunities for the future. Starting in March 2020, we gathered more input from members through a survey issued in three languages. In April and May 2020, online bilateral meetings between the Secretary General and Co-presidents, Vice presidents, Treasury and Regional Secretaries were held to consider how we can best serve our members, especially in light of the consequences of the COVID-19 pandemic in metropolitan spaces. Finally, the main strategies for the next mandate were discussed in July 2020 during a policy debate entitled "Metropolis in 2023," which gathered the President with elected representatives and senior managers from members of the Board of Directors.



Oscar Chamat. Barcelona

Our vision and mission

Metropolis' vision and mission are shaped by two main factors.

- One is **active listening** to the diverse realities of our global membership. That's necessary to understand the trends, challenges, and opportunities our members face, which shapes our work.
- The other is the proliferation of **local government networks** all over the world.

Strategically, we differentiate ourselves from other organizations so that we can continue to **provide value** to our members and **offer unique expertise** when we form **alliances** with other city networks, local governments, and others we regularly partner on projects with.

Our vision

“Metropolises for and by people” where participatory and effective metropolitan governance fosters economic development, sustainability, social cohesion, gender equality and quality of life.

We envision metropolitan spaces as territories of peace where ongoing and meaningful political participation empowers residents to raise their voices and inspires political leaders to listen. Together, they co-create policies and solutions aimed at strengthening metropolitan governance around five topics we call our orienting themes.

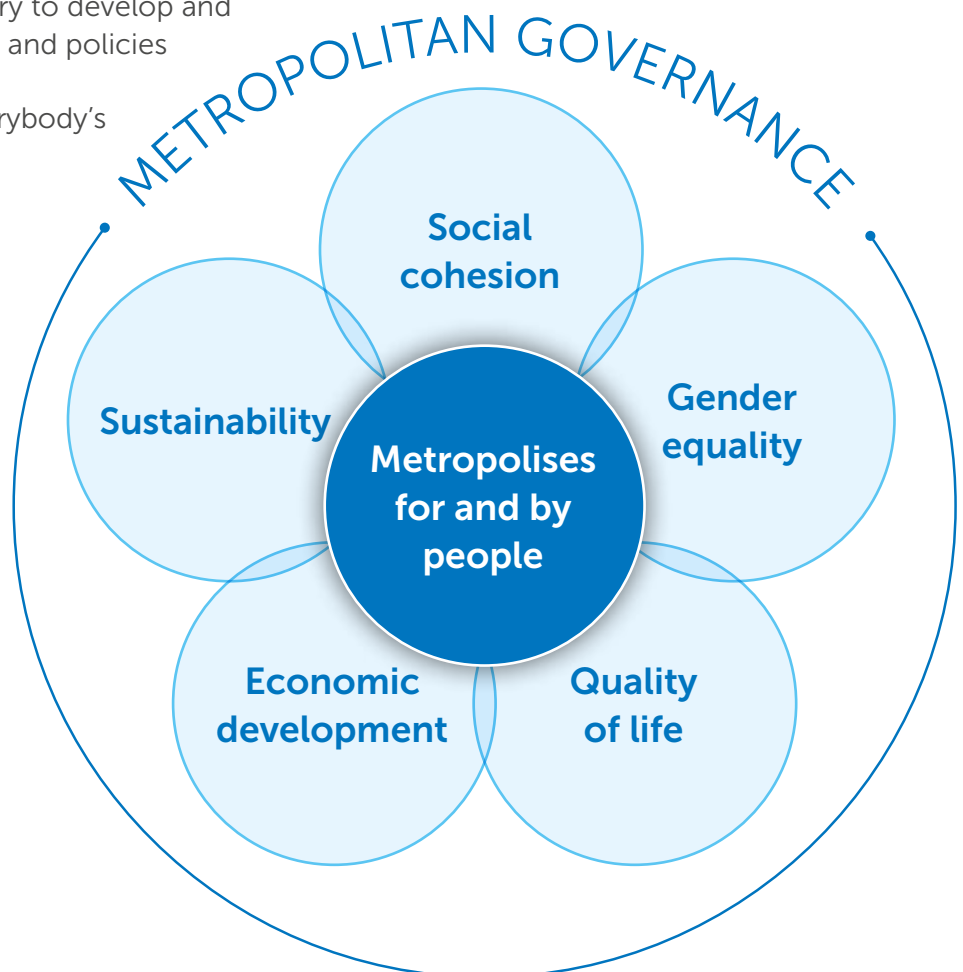
Sustainability: It is critical for metropolitan spaces to develop new models of production and consumption to reduce their ecological impact on the planet. We think of sustainability in other domains, as well: economic sustainability, political sustainability, and cultural sustainability from a gender perspective.

Social cohesion: Metropolises must celebrate the diversity of their people, and bring them together in productive dialogues while respecting differences.

Economic development: As metropolises seize opportunities offered by the knowledge-based economy and digitalization, it is crucial that they grow in an inclusive way that advances gender equality and the wellbeing of all residents.

Gender equality: It is necessary to develop and strengthen actions, processes and policies on gender equality to create metropolises that include everybody’s voice and experience.

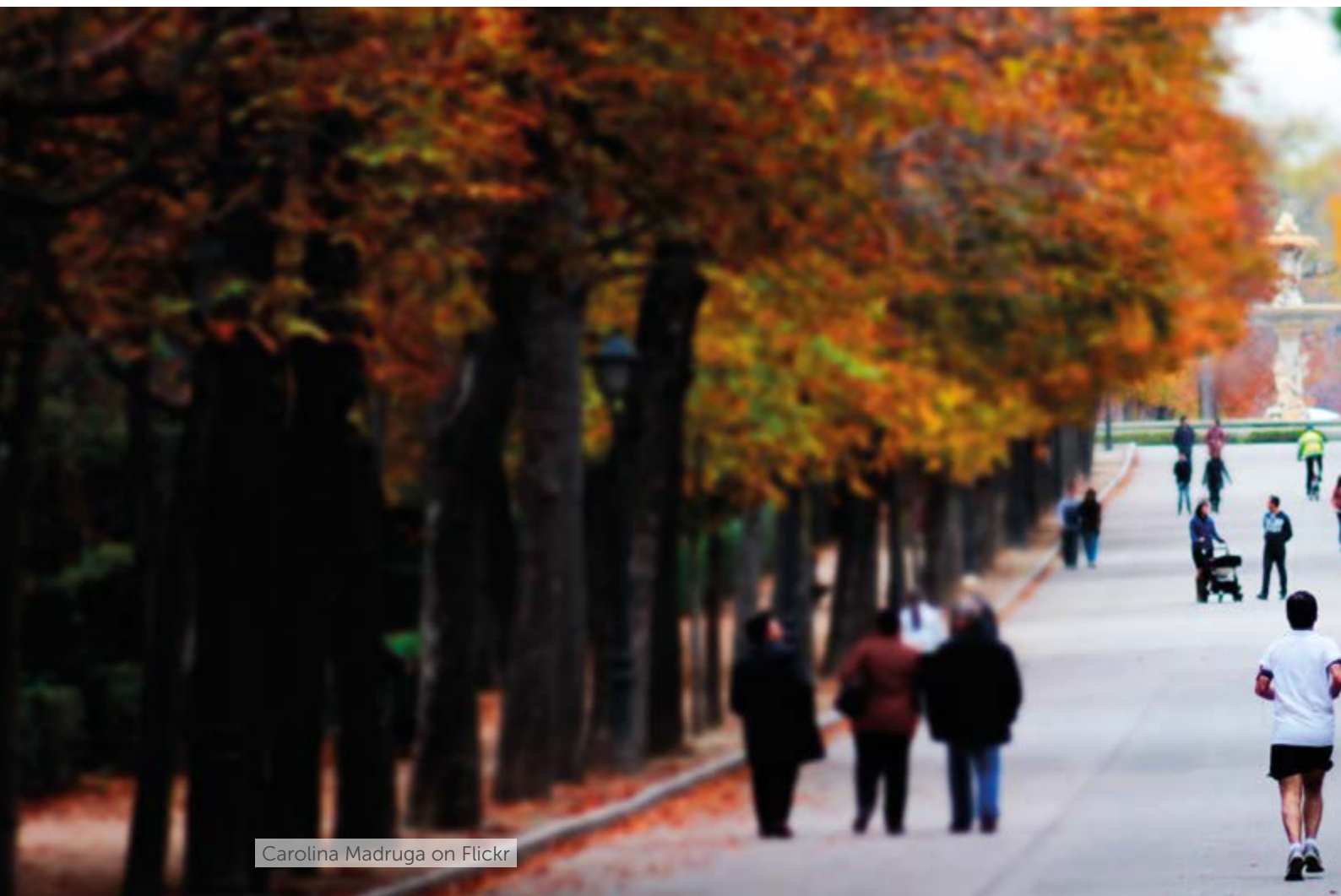
Quality of life: The above factors all influence quality of life. We conceive urban and metropolitan spaces as places that promote and ensure the self-development of all people, using approaches that bridge innovation and civic engagement, taking into consideration intersectional and intergenerational perspectives, to bring solutions to daily issues residents face.



Call to rethink our metropolitan spaces

In May 2020, we launched the “Call to rethink our metropolitan spaces”. This call to action challenges cities to use their responses to the COVID-19 pandemic to catalyze novel solutions that can transform metropolitan spaces for the long term. It’s a moment to:

- 1. Redesign public space**, to make it more convivial, accessible and functional
- 2. Develop new and climate-friendly mobility patterns**
- 3. Facilitate the transition to more inclusive and sustainable economic models**
- 4. Appreciate innovative technologies** to allow more decentralized patterns of work and leisure
- 5. Implement nature-based solutions** and care for biodiversity
- 6. Reduce our carbon footprint**
- 7. Enhance healthcare services**
- 8. Mainstream gender issues and better protect citizens’ rights**



Our mission

To foster the performance of metropolises in addressing local and global challenges and advocate metropolitan interests through the connection of political leaders, policy makers and practitioners worldwide.

COVID-19 has confronted us, more than ever, with the challenges, contradictions, and vulnerabilities of our urban societies. What is more, **it has deepened and accelerated pre-existing tensions and inequalities**, in particular in relation to women.

But in today's fast-moving, globally networked world, **the pandemic is only the latest problem to expose the complex challenges facing our metropolitan spaces**. The mission of Metropolis for the next three years is to **help our members not only respond to these challenges as they exist today, but to plan ahead for them as they will exist tomorrow**.

In particular, there are four key challenges that we have heard from our members and where we will focus our work: urban growth, resilience, public legitimacy, and digital disruption. Whenever one or more of these challenges intersects with the orienting themes above (sustainability, social cohesion, gender equality, economic development or quality of life) **we will know there is an opportunity for us to drive impact for our members**. These are the places where we will work to foster the performance of metropolises, advocate for their interests, and build their capacities for strong metropolitan governance.





For Metropolis, **peace** is not only the absence of physical violence, but also a goal and a process. At its core is the need for metropolitan leaders to build a shared vision for the future of their cities and regions, one that incorporates the voices, needs and interests of all their people, no matter their race, ethnicity, gender, education, or any other identity. Inclusion is key to decreasing the possibility of outbreak, escalation, continuation or recurrence of conflicts. It's also critical to developing local policies, plans and actions that remove structural barriers faced by marginalized populations and enable all residents to prosper and live their best life.

Here is more about the four key challenges that guide our efforts. They are local challenges, yet global ones as well. Two cross-cutting factors exist across all of them: the need for metropolitan spaces to better prepare for emergencies, as well as the need for gender mainstreaming to build innovative and effective metropolitan solutions for everyone.

Urban Growth

The urban footprints of our metropolitan spaces are growing fast. And they are complex places, reflecting economic, environmental, technological and sociocultural dynamics that continue to shape them.

Combating inequalities and segregation: Caring metropolitan governments should ensure inclusive, safe, accessible, and healthy public spaces for all, incorporating gender mainstreaming to achieve these goals. Additionally, they should promote work opportunities in a constantly changing environment.

Affordable housing: Leaders must make affordable housing a priority by mitigating gentrification and isolation of low-income earners, protecting secure rental contracts, and promoting the right to land tenure for women.



World Bank Collection on Flickr

Advancing mobility: Ensuring that residents can affordably and efficiently get to work or school is critical to achieving the right to the city. Yet transportation today is also a driver of greenhouse-gas emissions and air pollution. Metropolitan leaders must seek to build affordable, sustainable, multimodal, and inclusive transport networks based on their specific mobility and growth patterns, including particularly the mobility of care.

Basic infrastructure and services: Metropolitan governments must invest in public health, water, waste management, and sanitation, according to people's needs and demands.

Resilience

Emergencies are increasing in magnitude and frequency, and metropolises must build resilience to withstand them. However, resilience is about more than natural disasters. It should incorporate a holistic perspective that covers social, economic, and climate dimensions, as well.

Social resilience: Fostering social resilience requires local leaders to celebrate the cultural, racial, and religious diversity present in our metropolises, using the gender mainstreaming approach to ensure all people enjoy a right to the city. It means welcoming migrants and others who have been pushed to leave their homes for any reason. And as the pandemic has shown, caring activities such as delivering food and providing comfort and dignity to residents is part of social resilience.

Economic resilience: Building economic resilience is not only about responding to economic crises but also how to adapt to an interdependent and interconnected world. At a more local scale, it is also about recognizing the value of unpaid domestic work and the role of informal economies as cornerstones of the urban economy.

Climate resilience: Finally, the climate crisis is no longer a far-off scenario, but rather, a reality that is affecting all urban residents today, especially women and girls. Climate resilience requires taking a metropolis-wide and multidisciplinary response that promotes citizen engagement and empowerment.

Public Legitimacy

The public's trust is critical to effective metropolitan governance. That's especially true during emergencies like COVID-19. In order to foster, reinforce and consolidate public legitimacy, it's necessary to work in several areas.

Gender mainstreaming: First is fulfilling a right to the city for all women and girls. Governance models must elevate women's voices and political leadership. Further, more data—disaggregated by gender—is needed at the local level to help leaders identify and respond to inequalities.

Transparency and accountability: To combat corruption, governments must embrace transparency; data dashboards and other technology solutions that share information generated by governments and citizens can help. Instilling accountability in the internal organizational culture also is key.

Engaged citizenship: Finally, local leaders must embrace engaged citizenship. People are asking for interactive, flexible, and open government structures that enable them to propose ideas and gain a larger voice in the policymaking process. Again, technology can play a key role in facilitating greater public participation.

Digital Disruption

Today's rapid advances in information and communication technologies make new ways of delivering services possible. At the same time, this disruption is creating a digital gap among citizens and fueling new dimensions of inequality in our urban areas. To tackle this, metropolises should focus on at least three things that keep the debate centered on people rather than on the technology itself.

Promoting digital rights: How local governments and their private-sector partners gather data—and who owns that data—are debates that cities must have in order to define and promote the digital rights of their citizens. These digital rights are the cornerstone of any effort to use technology to improve governance.

Closing the gender digital gap: Digital exclusion of women and girls is creating barriers to information and learning opportunities and increasing social and economic vulnerabilities affecting employment and future career prospects. Metropolises can play a role countering the gender imbalance in tech and fostering inclusive innovation communities who build tech products that leave no one behind.

Adapting to the shared economy: New business models based on ICT in both the private and public sectors enable the sharing of anything from bicycles to office space. Local leaders should embrace these models and view them more as potential assets instead of risks.

Whom we work for and with

We are at the service of our members. To fulfill our mission, we work closely with the people who make these governments run, including:

Political representatives

City managers and senior managers

Technical officers and urban practitioners specialized in different fields.

Alliances are also critical to Metropolis' work. We regularly join forces with potential members, metropolitan dwellers, local government networks, think tanks, international agencies and other stakeholders.



*How we will
carry out our
mission in
2021-2023*

Making measurable progress toward our mission during Metropolis' next three-year mandate will require not only hard work, but also a strategic focus. Our strategy here falls into three areas of action:

Action Line 1

Strengthen global leadership on metropolitan diplomacy and advocacy

Action Line 2

Build adaptive capacities for metropolitan governance

Action Line 3

Foster within Metropolis an accountable and sustainable internal governance culture

Within each of these action lines, we will pursue several objectives, each with outcomes to be implemented by 2023. These outcomes are aligned with the association's vision and mission. They are intended to be responsive to the interests of our members while creating a positive impact for metropolitan spaces around the world.

These outcomes also reflect a need for flexibility in a fast-changing environment that will likely be shaped for some time by the COVID-19 pandemic and its economic and social ripple effects. Therefore, the three-year outcomes presented here are relatively broad in nature. Results will be evaluated yearly by the Board of Directors on the basis of a report prepared by the Secretariat General, with new annual work plans based on emerging opportunities, within the framework of this Strategic Action Plan and guidance of the Board. A final evaluation will be submitted to the General Assembly in 2023.

At an operational level, the projects and services we offer under the five orienting themes in our vision seek to be useful to our members in order to improve the quality of life of more than 608 million people living in metropolitan spaces. **Our projects and services result in three kinds of outcomes that intertwine and complement each other.** These are:

- **Statements, declarations and positionings** aimed at influencing the global and local debates about the future of our metropolises
- **Policy recommendations** meant to influence metropolitan decision-makers and the decision-making process to have public policies that improve the quality of life of people.
- **Practical and technical learning projects** aimed at building skills among metropolitan public servants, urban practitioners, decision-makers, and urban leaders worldwide.

Action Line 1:

Strengthen global leadership on metropolitan diplomacy and advocacy

The following key ideas drive the outcomes of **Action Line 1**:

- Build a common political narrative on metropolitan issues
- Produce policy recommendations
- Influence the global agendas with impact on metropolitan issues
- Support metropolitan leaders in making their voices heard at the global, regional and national levels
- Create and maintain alliances with key actors

Line 1 Axis 1. Common political metropolitan narrative

Outcomes:

- Policy recommendations on issues critical to the metropolitan future
- Policy debates to inform and define positions on current and emerging topics
- Incorporating gender equality in every dimension of metropolitan issues

Line 1 Axis 2. Metropolitan perspective in global agendas

Outcomes:

- Champion Metropolis position at international arena and forums
- Bring the metropolitan governance perspective to debates around global and regional agendas
- Active participation in global and regional political events to impact and foster urban diplomacy
- Support metropolitan leaders in making their voices heard at the international level

Line 1 Axis 3. Global alliances strategy vis-à-vis other networks and actors

Outcomes:

- Contribute to UCLG activities and debates as the metropolitan section
- Active participation in the Global Taskforce of Local and Regional Governments
- Collaboration with multilateral actors, local government networks, think tanks, international agencies, and other stakeholders

Action Line 2:

Build adaptive capacities for metropolitan governance

The following key ideas drive the outcomes of **Action Line 2**:

- Apply a forward-looking lens to the question of how to build the metropolises of the future
- Support members in planning metropolitan spaces
- Foster innovation across all metropolitan policies and services
- Promote peer-to-peer learning to strengthen political and technical capacities for metropolitan governance
- Assist our members in interpreting and localizing the global agendas, particularly the 2030 Agenda for Sustainable Development
- Bring the gender mainstreaming perspective into metropolitan policy making and planning processes



Line 2 Axis 1. Shared vision of the metropolises of the future

Outcomes:

- Prospective analysis on how to build the metropolises of the future
- Strategies, guidelines, and methodological frameworks
- Research on metropolitan and urban topics, including gender issues

Line 2 Axis 2. Support for the development and implementation of metropolitan governance structures, policies, services, and planning

Outcomes:

- Data and indicators for better decision-making
- Online platforms for knowledge exchange
- Learning and capacity-building activities for senior managers and practitioners
- Innovative projects and working groups on specific metropolitan issues
- Reference frameworks for urban planning in metropolitan areas
- Systematizing and capitalizing on existing expertise and knowledge within the association
- Tools to mainstream gender in metropolitan policies

Line 2 Axis 3. Localizing global agendas at the metropolitan scale, in particular the 2030 Agenda and its Sustainable Development Goals

Outcomes:

- Guidelines to help members to achieve the Sustainable Development Goals and other global and regional agendas
- Capacity building so that public servants can implement policies and actions to achieve the global agendas

Action Line 3:

Foster within Metropolis an accountable and sustainable internal governance culture

The following key ideas drive the outcomes of **Action Line 3**:

- Cultivate a caring organizational culture that is responsive to the needs of members
- Build a financially sustainable association
- Diversify funding sources
- Maintain a robust accountability system
- Deepen our commitment to being an environmentally friendly organization
- Strengthen adaptability and risk management vis-a-vis changing environments

Line 3 Axis 1. Caring organization

Outcomes:

- Policies and actions to ensure Metropolis listens to and responds quickly to its members
- Close relationships with our members (considering regional specificities)
- Gender-sensitive association
- Clear and empathetic communication with members and other stakeholders

Line 3 Axis 2. Financially sustainable association

Outcomes:

- Committed membership organization.
- Diversified funding sources
- Efficiency and cost-effective projects

Line 3 Axis 3. Transparency and accountability

Outcomes:

- Code of ethics
- Continued emphasis on robust accountability system
- Maintaining existing compliance system
- Traceability of activities and expenses

Line 3 Axis 4. Environmentally friendly association

Outcomes:

- Policies and actions aligned to reduce the association's ecological impact and carbon footprint

Line 3 Axis 5. Resilient association

Outcomes:

- Risk-aware and adaptive management to be able to respond to emergencies, or other unexpected events



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Appendices

Appendix I.

Milestones in Metropolis' 35 years

To learn more about us, visit our full story on our website: www.metropolis.org.

- 1984** | Metropolis World Congress (Île-de-France)
- 1985** | 1st Metropolis World Congress. Metropolis Constituent Congress, Montréal
| Michel Giraud (Île-de-France) is elected first President
- 1996** | Metropolis International Institute (MII) Creation, Montréal
- 1998** | Joan Clos (Barcelona) succeeds Michel Giraud (Île-de-France) as President
- 2000** | Metropolis Secretariat General moves to Barcelona
- 2006** | Jean-Paul Huchon (Île-de-France) succeeds Joan Clos (Barcelona) as President
- 2012** | 1st Guangzhou International Award for Urban Innovation
- 2014** | Metropolis International Training Institute (MITI) Opening, Seoul
| Official Policy Transfer Platform (PTP) Launch
| 2nd Guangzhou International Award for Urban Innovation, Guangzhou
| President of Metropolis Women International Network becomes a member of the Board of Directors
- 2015** | Denis Coderre (Montréal) succeeds Jean-Paul Huchon (Île-de-France) as President

- 2016 | Metropolis Observatory Launch
| 3rd Guangzhou International Award for Urban Innovation, Guangzhou

- 2018 | 1st Policy Debate held by Metropolis Board of Directors, Gauteng
| 1st edition of the World Metropolitan Day
| Michael Müller (Berlin) succeeds Denis Coderre (Montréal) as President

- 2019 | 2nd Policy Debate held by Metropolis Board of Directors, Montevideo
| From PTP platform to Urban Sustainable Exchange (use) platform
| Metropolitan indicators launch (Metropolis Observatory)
| 2nd edition of the World Metropolitan Day

- 2020 | “Cities for Global Health” launch
| 3rd Policy Debate held by Metropolis Board of Directors (online)
| General Assembly meeting (online)
| 3rd edition of the World Metropolitan Day
| Emergence Governance Initiative (UCLG-LSE)



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Appendix II.

Who we are: A list of Metropolis members (as of November 2020)

Abidjan	District d'Abidjan
Accra	Accra Metropolitan Assembly
Addis Ababa	City Government of Addis Ababa
Ahvaz	Ahvaz Municipality
Alexandria	Governorate of Alexandria
Amman	Greater Amman Municipality
Antananarivo	Commune Urbaine d'Antananarivo
Baghdad	Mayoralty of Baghdad
Bamako	Mairie du District de Bamako
Bandar	Bandar Lampung City
Bangkok	Bangkok Metropolitan Administration
Bangui	Ville de Bangui
Barcelona (city)	Ajuntament de Barcelona
Barcelona (metropolitan area)	Àrea Metropolitana de Barcelona (AMB)
Beijing	The People's Government of Beijing Municipality
Beirut	Conseil Municipal de la ville de Beyrouth
Belo Horizonte	Prefeitura Municipal de Belo Horizonte
Berlin	The Governing Mayor of Berlin - Senate Chancellery (Der Regierende Bürgermeister von Berlin Senatskanzlei Abteilung IV)
Bhopal	Bhopal Municipal Corporation
Bogor	Local Government of Bogor City
Bogota	Alcaldía Mayor de Bogotá D.C.
Brasilia	Governo do Distrito Federal de Brasília

Brazzaville	Mairie de Brazzaville
Brussels	Région de Bruxelles-Capitale
Bucharest	Bucharest Local Administration (Primăria Municipiului București)
Buenos Aires	Gobierno de la Ciudad Autónoma de Buenos Aires
Busan	Busan Metropolitan City
Cairo	Cairo - Ministry of Housing, Utilities and Urban Development
Casablanca	Commune de Casablanca
Changchun	Changchun Municipal People's Government
Changsha	Changsha Municipal People's Government
Chengdu	Chengdu Municipal People's Government
Chongqing	Chongqing Municipal Government
Colombo	Colombo Municipal Council
Córdoba	Municipalidad de Córdoba
Cotonou	Ville de Cotonou
Daegu	Daegu Metropolitan City Government
Daejeon	Daejeon Metropolitan City Government
Dakar	Ville de Dakar
Dalian	Dalian Municipal People's Government
Diyarbakir	Diyarbakir Metropolitan Municipality
Douala	Communauté Urbaine de Douala
Durban	Ethekwini Municipality (Durban)
East Kalimantan	East Kalimantan Province
Faisalabad	City District Government Faisalabad
Fuzhou	Fuzhou People's Government
Gauteng	Gauteng Provincial Government
Gaziantep	Gaziantep Metropolitan Municipality
Goyang	Goyang City Government

Grand Lyon	Grand Lyon Métropole / Métropole de Lyon
Greater Manchester	Greater Manchester Combined Authority - GMCA
Greater Paris	Métropole du Grand Paris
Guadalajara	Gobierno de Guadalajara
Guangzhou	People's Government of Guangzhou Municipality
Guarulhos	Prefeitura de Guarulhos
Guayaquil	Municipalidad de Guayaquil
Guiyang	Guiyang Municipal People's Government
Gujranwala	City District Government Gujranwala
Gwangju	Gwangju Metropolitan City
Gyeonggi	Gyeonggi Provincial Government
Haikou	Haikou Municipal Government
Hangzhou	Hangzhou Municipal People's Government
Hanoi	Ha Noi People's Committee
Harare	City of Harare
Harbin	Harbin Municipal People's Government
Hyderabad	Greater Hyderabad Municipal Corporation (GHMC) TELANGANA STATE
Incheon	Incheon Metropolitan City
Isfahan	Municipality of Isfahan
Istanbul	Istanbul Metropolitan Municipality
Jakarta	Jakarta Capital City - Province Government
Jember	Jember Local Government
Jilin	Jilin City
Jinan	City of Jinan
Johannesburg	City of Johannesburg
Kaohsiung	Kaohsiung City Government
Karaj	Karaj Municipality

Kathmandu	Kathmandu Metropolitan City
Kazan	Municipality of Kazan
Kuala Lumpur	City of Kuala Lumpur
Kunming	Kunming Municipal People's Government
La Habana	Asamblea Provincial del Poder Popular de la Ciudad de La Habana
La Paz	Gobierno Autónomo Municipal de La Paz
Lahore	Lahore City District Government
Libreville	Mairie de Libreville
Lisbon	Câmara Municipal de Lisboa
Madrid	Ayuntamiento de Madrid
Male'	Male' City Council
Marrakech	Commune Urbaine de Marrakech
Mashhad	Municipality of Mashhad
Medellín	Alcaldía de Medellín
Mexico City	Gobierno de la Ciudad de México
Minas Gerais	Governo do Estado de Minas Gerais
Monterrey	Gobierno Municipal de Monterrey
Montevideo	Intendencia de Montevideo
Montréal	Ville de Montréal
Moscow	Government of Moscow
Nanjing	Nanjing Municipal People's Government
Nanning	Nanning Municipal Government
New Delhi-NIUA	National Institute of Urban Affairs (NIUA) - Delhi
New Taipei	New Taipei City Government
Niamey	Communauté Urbaine de Niamey
Nouakchott	Conseil Régional de Nouakchott
Porto Alegre	Prefeitura Municipal de Porto Alegre

Puebla	Gobierno Municipal de Puebla de Zaragoza
Quito	Municipio del Distrito Metropolitano de Quito
Rabat	Commune de Rabat
Ramallah	Ramallah Municipality
Rio de Janeiro	Prefeitura da Cidade do Rio de Janeiro
Rosario	Municipalidad de Rosario
San Salvador	Consejo de Alcaldes y Oficina de Planificación del Área Metropolitana de San Salvador (OPAMSS)
Santiago de Chile	Gobierno Regional Metropolitano de Santiago de Chile
São Paulo	Prefeitura de São Paulo
Sarajevo	Kanton Sarajevo
Seoul	Seoul Metropolitan Government
Shanghai	Shanghai Municipal People's Government
Shenzhen	Shenzhen Municipal People's Government
Shiraz	Municipality of Shiraz
Siping	Siping Municipal Government
Sofia	Sofia Municipality
South Tangerang	Tangerang Selatan
Surabaya	Surabaya City Government
Tabriz	Tabriz Municipality
Taichung	Taichung City Government
Taipei	Taipei City Government
Tehran	Municipality of Tehran
Tianjin	Tianjin Municipal People's Government
Tijuana	Ayuntamiento de Tijuana
Torino	Città metropolitana di Torino
Toronto	City of Toronto
Tunis	Commune de Tunis

Ulsan	Ulsan Metropolitan City
Valle de Aburra	Área Metropolitana del Valle de Aburrá (AMVA)
Victoria	Association of the Districts of Victoria
Wuhan	Wuhan Municipal People's Government
Wuxi	Wuxi Municipal People's Government
Xiamen	Xiamen Municipal People's Government
Xi'an	Xi'an Municipal Government
Yaoundé	Communauté Urbaine de Yaoundé
Yiwu	Yiwu Municipal People's Government
Zagreb	City of Zagreb
Zhengzhou	The People's Government of Zhengzhou



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