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Metropolis Strategic Meeting: Report

Barcelona, 25th – 27th November 2019

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Background:

This session was convened to bring together members of the Metropolis Secretariat General, some representatives of members, and some friends of Metropolis to critically reflect on the emerging trends for metropolitan and urban spaces and the implications for Metropolis as the World Association of the Major Metropolises. See list of participants in Annex A.

The intention was to caucus a wide variety of perspectives with a view to pointing out the main strategies and actions for the next mandate, which will be included in the Action Plan 2021-2023 to be approved by the Board of Directors. The meetings also served to guide preparations for the 13th Metropolis World Congress to be held in October 2020 in Guangzhou.

The design of the time together was informed by the following objectives:

To create an opportunity for Metropolis delegates to:
1. Reflect on achievements and actions from the Action Plan 2018-2020;
2. To take stock of current developments and how they should influence the action plan;
3. To agree how to position Metropolis amongst the plethora of LG networks that do exist;

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4. To chart the course and direction for the Metropolis World Congress to be held in October 2020 in Guangzhou;
5. To begin to reflect on the core actions that should be in the Action Plan 2021-2023.

Day 1: Monday, 25th November

Team-Building Cooking Workshop (17:45 - 21:30)

In a departure from the traditional welcome dinner for guests – it was decided to use the opportunity for people to get to know each other in a relaxed environment, be introduced to Spanish cuisine and learn more about some of the attractions of Barcelona.

The session was held at Boqueria Market and allowed international guests the opportunity to be on a guided walk with a Metropolis staff member through the streets of Barcelona. The session culminated in a wonderful exchange of sharing of responsibilities in creating an outstanding Spanish traditional meal and gave rise to much laughter, connection and a sense of awe – through expert guidance by the chefs – both those experienced in meal preparation and those relatively inexperienced were able to come together to create a beautiful meal that all enjoyed together.

The experience proved to be very popular and enjoyable and saw both those who knew each other and those meeting for the first time coming together in animated conversation, much laughter and sharing a bit of Barcelona cuisine and spirit together.

Day 2: Tuesday, 26th November

The Ca l'Alier (Barcelona Urban Innovation Centre) provided an apt backdrop to the meeting. Located in a former industrial area and now focused on urban innovation – the venue is surrounded by visible projects of urban upgrading including innovative responses to greening, pedestrianisation and stormwater management.

Once again international guests had the opportunity to use Barcelona's public transport system guided by a member of the Metropolis team. This enabled them to take in the sights and sounds of Barcelona and commute along with others giving a real flavour of the city on a daily basis.

On arrival, Mr Octavi de la Varga, Secretary General of Metropolis, welcomed guests officially and handed over to Rehana – The Barefoot Facilitator.
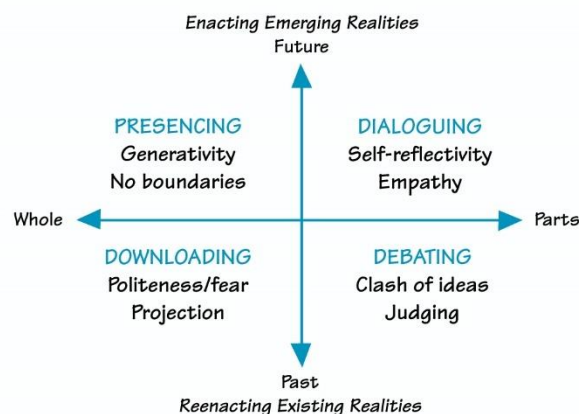
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Rock Around The Clock:

The initial activity was an opportunity to get participants to relax, know each other and share a bit more about themselves. Each person had the opportunity to meet up to 12 other people and then there were three rounds of conversation focusing on:

1. Describe the place you grew up in and how it shaped you,
2. Share about your favourite food and why it is so,
3. Share what you most enjoy about your work and what most frustrates you.

The Four Ways of Talking and Listening:

Participants were introduced to the model to enable them to utilise in how they interacted with each other through the event and beyond.

The Challenges of Metropolisation:

Mr Eric Huybrechts of the Institute of Paris Region delivered a keynote address that focused on the challenges that are emerging due to rapid metropolisation. Annex B is a copy of the presentation that was made. This presentation entitled "Challenges of the metropolis" framed the subsequent sessions for the meeting.

Key ideas:

- Within the context of an urbanised world, it exists different types of competing metropolises:
    - **Big seven**
    - **Challengers**
    - **New global cities**
        - Influencer
        - Quality of life
        - Innovative
    - **Emerging global cities**
        - Entrepreneurships
        - Generators
        - Megahubs
    - **Hybrid cities**
    - **National engines**

- Challenges:
  - Financialization of metropolises: similar products, non-inclusive cities, non-affordable metropolises
  - Strategic planning: focusing on a limited number of huge projects. New towns as ghost cities
  - Metropolitan sprawl without planning: planned vs. informal cities. Planned cities are not affordable for 50% of urban dwellers. In consequences, the biggest challenge for planners of the 21st century: planning future informal areas
  - National urban policies:
    - Economic corridors
    - Metropolitan areas
    - Intermediate cities
    - Border cities
    - Rural development
  - Sharing of competences among administrations
  - Democratic challenges:
    - Representativity of metropolitan governance
    - Relation citizenship / decision-makers
    - Economic and social inequalities
    - Territorial inequalities
    - From the smart city to the intelligent metropolis

Metropolis Marketplace:

The Metropolis SG team had been asked in advance to create and curate market stalls which could be visited by guests that could give an understanding of the work being done. There were 6 market stall areas. These included:
- Gender Mainstreaming
- Congresses
- Pilot Projects
- Urban Innovation
- Research and Knowledge
- Learning and Training

Participants were divided into 6 groups and each group was afforded 20 minutes per stall to be taken through the display, be in conversation with the stallholders and ask clarity questions or give ideas.

After the marketplace session, these were some of the insights shared:

Strengths:	To improve / Challenges:
o Consolidated products o Flexibility	o Key messages are missing. Proposal: prepare an "elevator pitch" message o It was difficult to see the connections between projects o Evaluation / reporting

	o How does Metropolis address global trends through its projects? Which global trends does Metropolis focus? o Need regional focus of projects. Connections with Regional Secretaries. o Some people expressed their doubts about the work done on "advocacy" and "training". o Specific needs require to be met -> Metropolis' services need to be closer to what cities need o Metropolis should be the tool to know what is happening in other cities o Need more testimonies from members o How stakeholders (specially academia and other networks) will be involved in the next Action Plan? o Need a longer term vision, not only 2023

Mind The Gap:

After lunch, teams were given additional frameworks : Theory U and the notion of "the internal state of the intervenor informs the outcome of the intervention" and a summary of ADAPT . The PriceWaterHouse Coopers paper on ADAPT is attached as Annex C.

The Gaps as identified from the Mind The Gap exercise were:

Group 1:
- Impact of Technologies
- **Show and offer a high level of knowledge and expertise**
- **Focus on a limited number of critical themes**
- Pushing for new ways of Metro planning

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- City diplomacy to showcase your city
- **Metropolis to be the place to meet the experts**
- "Ad Hoc" expert groups – mobilize the specialists
- Peer to Peer learning
- **Filling the territorial gaps**: Metropolis presence in certain regions
- Awareness raising of Metropolis outside the network
- Echoing the issues of problems globally
- Mayors to feel they are part of a community/ club
- **Develop engaging story-telling**
- **Empower our political leaders** and space for **assessment**
- **Citizens are angry – How to reconnect?**
- Focus on economic dimension – building competitiveness.
- **Mayor's Survey – What is on the top of your mind?**

Group 2:
- How to create non-political, institutional frameworks for strategic planning and long term visioning.
- Need serious debate on re-centralisation and consolidation of overlapping / competing entities, authorities and agencies.
- Focus **advocacy on legal frameworks on metropolitan governance** – options for central government.
- Processes for building the Metropolis
- The challenge of **creating/ building metropolitan identity and heritage**.

Group 3:
- Key Challenges: Social Inequalities
  - o Migration
  - o Real-Estate
  - o Informality
  - o Wealth
  - o Climate Change
- Old citizens feel disaggregated.
- Real estate is making and governing cities.
- Issues challenges are dynamic – be flexible to respond but have common approaches – E.g.: Gender Mainstreaming.
- **We should live more the city during our Congresses – more technical less theoretical**
- Shared vision and goals
- Making the case:
- **We need quantitative and qualitative data**
- **Make use of story-telling to give life to issues**
- Integrate into **monitoring and evaluation processes – tracking impact**
- **Technical Assistance**: Supporting new and emerging metropolises to put into place governance and other frameworks.
- Metropolis as an organisation of reference

- **Democratising Metropolis: Making it accessible for local citizens**: open up our meetings/ open up the metropolitan library.
- Wellbeing of ALL citizens – Governance of Metropolises: 2000 Globalisation / 2020 – question and rethink development - 2030 ????
- Internal Governance: Lack of **consensus on principles** – need agreement.
- Metrogovernance
- **Testimonials from the people who make the membership**
- Human mobility should be addressed in Metropolis activities
- **Common vision and goals: Action / Principles / Themes**
- Backpack- Max 2 kg: Citizen showcase / Inspiration / Knowledge and facts / Relate to action

Group 4:
- Vision – everybody agrees on>>>>>pragmatics – execution?
- **Tangibility: What is the impact of what we are doing?**
- Not just Metropolis – all international relations.
- Problem / Gap: **Does Metropolis have the tools but it is not reaching the members on their use and worth?**
- Complex problem – **How to choose 1/2/3 topics?** >>> focus and flexible or 1/2/3 topics v/s generalist association>
- Tangible: roads / infrastructure / intangible: culture / identity – **how to address the intangible with tangible terms and results?**
- Mechanisms: Peer to peer masterclass / decentralised co-operation or Metro Lab / Urban Lab.
- Themes:
  - o 1. Inequality: What can sub-national government do?
  - o 2. Relations between government and private sector?
- Suggestion: Focus on 1 theme – work it – deepen > impact > use by members.

Mapping the Local Government Eco-System:
The entire team were requested to map the LG Eco-system.

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Included in the rendition as photographed were the following categories:

Citizens: Elderly, children, differently abled Municipalities and Metropolises	Interest Groups: Transport / Public service etc Administration Members Potential Members National Governments Regions Guardian Cities Regions
Local Government Networks: ICLEI C40 Commonwealth cities UITP Mayors for Peace Educating cities Safer Cities 100 resilient cities Eurocities Global parliament of mayors Cities Alliance Migrations Mayors Council Eurocities Mercociudades FMDV Medcities UCLG	NGOS / CSOs: GSEF WMC WEDO MCI WIEGO SDI

National Cities Associations AIMF AL-LAs U20	
International Agencies & Development Banks: UNICEF UN Women UNHCR UNESCO UNDP OECD UN-Habitat: Metrohub Guangzhou Award – Urban Innovation World Bank	**Political Parties**
Media Social Media Fake news	**Professionals and Planning Agencies:** Isocarp Architects Planners MTPA
Private Sector: Google McKenzie Bloomberg Ford Bill Gates Rockefeller Philanthropy Siemens Veolia IBM Cisco	**Academia:** Brookings Urban Institute MIT Urban Poverty Lab London School of Economics: LSE Cities National Urban Policies

The team did some embodiment through the soft shoe shuffle on whether citizens are truly at the centre with diverse opinions in this regard.

Pairs then went on a dialogue walk and the day closed with progressive relaxation and checkout comments.

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The Race of Life:

The day opened with a check in activity asking participants to answer questions pertaining to their life journey and moving forward or back. The intention was to show that whilst we all work in planning and Metro related issues our individual life experiences often shape our perspectives on the work we do whether consciously or unconsciously.

Fishbowl:

This session was facilitated to revisit some of the emerging themes from the previous day and created the opportunity for a multiplicity of voices from members, external organisations and critical friends to raise perspectives on issues that Metropolis should remain cognisant of. This included the nature of relationship with other local government networks and other organisations captured in the ecosystem work done the previous day. The format enabled as many people as had ideas, thoughts and insights to share to step in and add their voices. Some of the prominent emerging themes from the fishbowl discussion were:

About the association: what's Metropolis/what should it be?
- Reference network for metropolisation
- Thematic focus: Governance.
- Key focus rather than specialisation.
- Some participants consider that local governments are in the centre of Metropolis. However, others consider that, indeed, citizens should be in the centre, otherwise we are UCLG (a network of networks)
- Metropolis as a platform.
  - Cooperation (vs. competition) between actors.
  - Creation of alliances.
  - Sharing of concerns
  - Building the common
- What is the added value of Metropolis? -> focus: global reference
- Metropolis is not a think tank. It provides services. → create a narrative. Storytelling
- It is a volunteer association for local governments.
- Metropolis has limited resources → define a focus is crucial
- Wealth of Metropolis: diversity within its members
  - Different regions → Adapt the message
  - knowledge and information. How to capitalise it?
  - Difficulties to collect data in/from African metropolises.
- There is not a single solution for metropolises in addressing local and global challenges. Metropolis will not solve all problems, however, can provide clues/ideas on how to overcome urban and metropolitan challenges (tailor-made strategies).

- How to build a metropolis/metropolitan area? -> accompany the process of metropolisation
- Working for having equalitarian and just metropolises.
- It is a challenge to find a balance between: positioning + providing services
- Metropolis should take a step forward and act as advisor of its members, specially vis-à-vis national/regional governments, to demand for a high level of competencies.
- Metropolis should:
    o Provide guidance to members
    o Be a thought leader
    o Have a short and agreed message (elevator pitch)
- How to overcome global challenges in terms of metropolisation? 1) Increase of number of metropolises all around the world (specially in Asia), 2) increase of the number of inhabitants and expansion of the use of land.
- Metropolis uniqueness: technical + political (power matters)
- Do not lose Metropolis' principles and essence: not only WHAT is important but also HOW.
    o Monitor what we do (quality)
    o Monitor how we do (quality)
- Metropolis should provide tools, resources and methodologies, without forgetting its basic principles, while building a consensus on a common message -> **to build the common**

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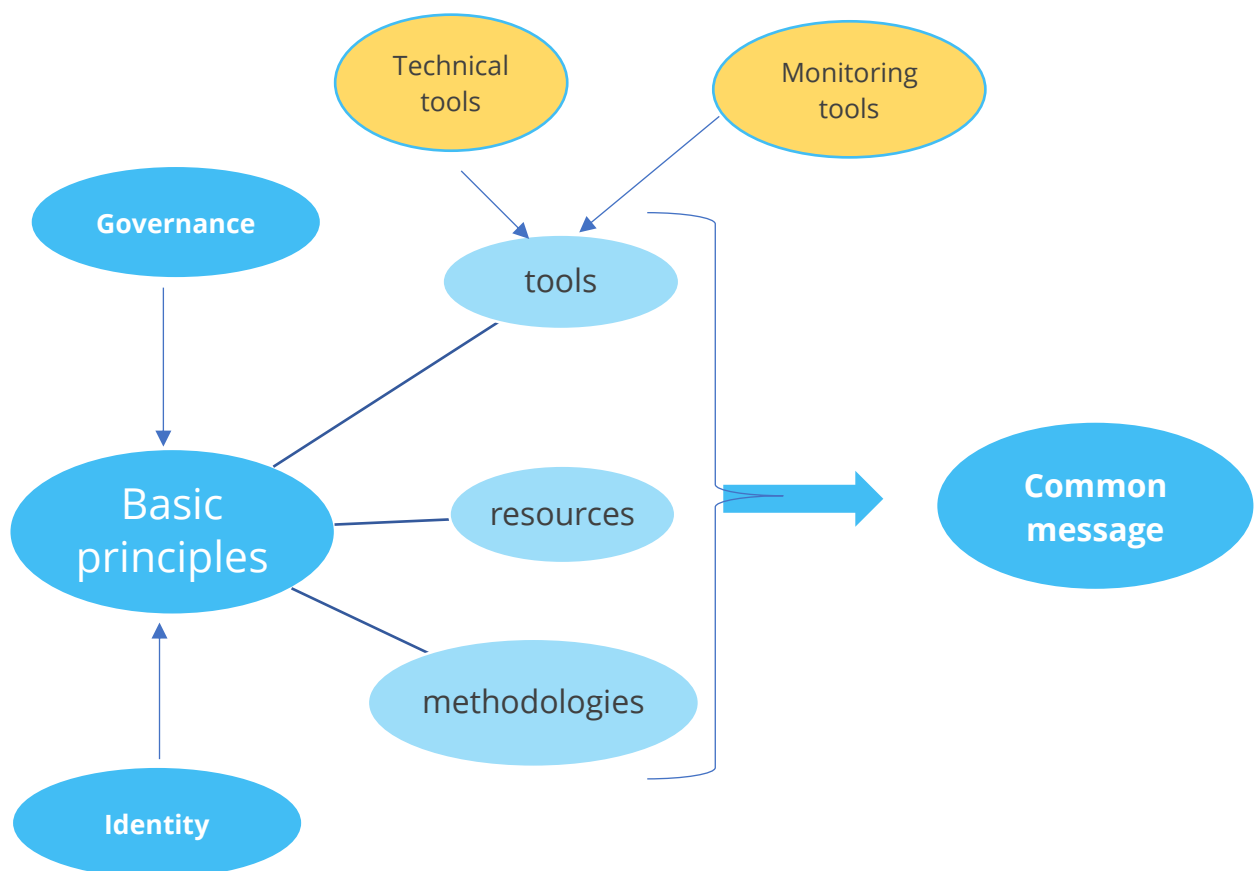
About its members:

- 138 local governments = 138 observatories
- A lot of expertise in our membership. How can we benefit from and share this expertise? Capitalisation of knowledge.
- How do metropolitan spaces fit in the global ecosystem?
- Number of inhabitants/Size of metropolises -> is it relevant?
- Dramatic increase of population in our metropolises → There is no time to plan in Africa (and other regions). → consideration when Metropolis is providing tools
- Difficulties to collect data in/from African metropolises.

Timeline:

Based on the fishbowl discussion it was agreed to insert a session where those present in the room were afforded the opportunity to co-create the Metropolis timeline. 4 groups created timelines. These reflected key milestones for the organisation, allied developments in local government networks, key international agreements and global trends that could have exerted an influence on Metropolis. Based on the four timelines developed, herewith is a consolidated timeline.
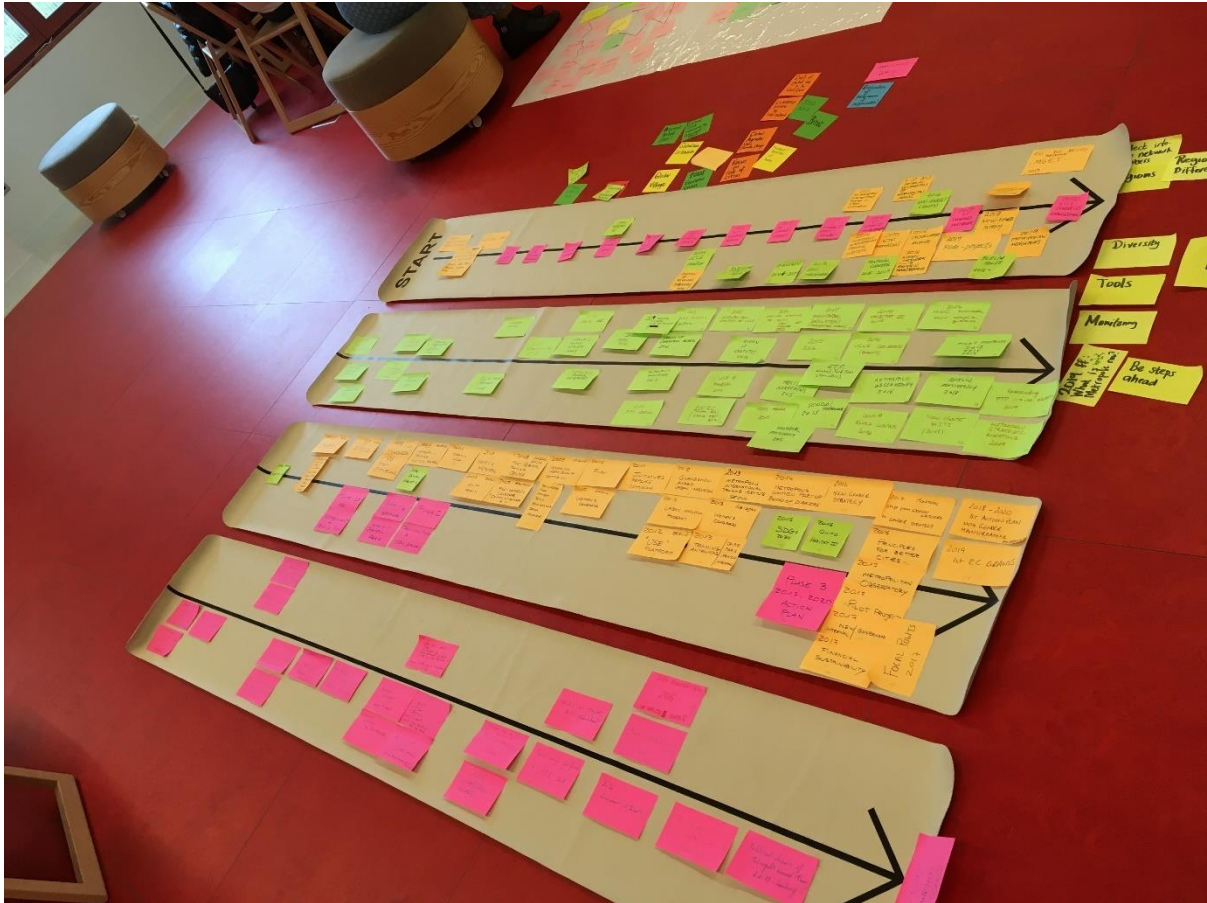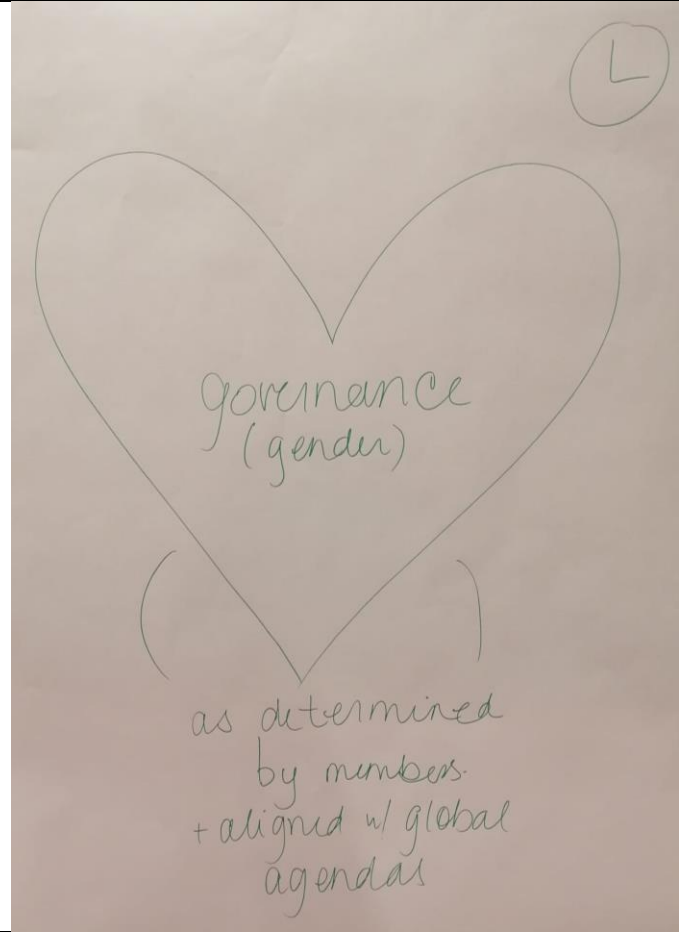
For consolidated timeline (see Annex D)

From ?s to clarity:

Four teams were afforded the opportunity to reflect on a set of questions which prompted conversation and responses to the core strategic orientation of Metropolis. The questions included reflections on the key thematic issues, the nature of skills and competencies required in the secretariat, whether there should be a re-orientation of core focus areas and how they are clustered, the balance between the technical and political components of the organisation. Attached herewith is a summary of the input provided by each of the teams as well as a consolidated high level way forward as developed by the Metropolis secretariat post the event.

Questions
1. **If governance remains at the heart of Metropolis work, what are the key priority/policy areas that should be looked at?**

Group 1	governance (gender) ( ) as determined by members. + aligned w/ global agendas
Group 2	Survey with all members: Rights -> inequalities · Biodiversity · Circular economy · Mobility · Water · Security · Urban planning & public space · Green infrastructure · Housing · Sustainable mobility · Air quality · Climate change · Competitiveness and innovation · Digital transformation · Social cohesion · Ecological transition · Digital rights · Migration · Ethics in smart cities · Risk reduction · Employment · Urban-rural connectivity — Gender equality (mainstreamed)

	Five core areas of MetroGovernance should be retained.	
Group 3	Social cohesion	Migration, populism, discrimination (race, age, disability, gender, territory, region) -> intersectionality
	Gender equality	Cross-cutting, safety in public spaces, language (e.g. use in Romance languages)
	Quality of life	Education, housing, transport, urban health, culture, safety, access to public services
	Economic justice	Youth unemployment, care and domestic work, smart cities, poverty + inequality
	Sustainability	Climate change, energy poverty, waste management, culture, water, transport
Group 4	Remind + strengthen political dimension Policies | Politicians Commodification of urban spaces Financing infrastructure Affordable housing vs. business Ppp? Fight inequality Heritage + change Multi-ethnic Creativity Cosmopolitan Cultural policies Safety/security/terrorism/violence -> gender Health: mitigate pollution Demographic (ageing, demographic concentration in neighbourhoods) Territorial cooperation: intermunicipal, intergovernmental, intersectoral Density/Concentration -> how to manage? Land use Economic cluster Joint basic services provision Innovation Data gathering Technologies	

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2. **If Metropolis wants to add real value to its members, is the menu of services still relevant? Should we add or remove anything?**

- **Metropolis menu:**
  - **Data gathering**
  - **Systematize information**
  - **Projects: Exchange and learning**
  - **Training sessions (on-site and online)**
  - **Policy recommendation**
  - **Networking events**
  - **Advocacy: Global agendas**

Group 1	Group 1 suggested a new menu:
	- Exchange and learning
	  - Training
	  - Pilot projects (innovation)
	  - Events
	  - Guangzhou Award
	  - Storytelling
	- Policy and advocacy
	  - Policy recommendations
	  - Global agendas
	  - City diplomacy
	  - Storytelling
	- Intelligence tools
	  - Intelligence tools
	  - Data gathering (+)
	  - Systematize information
	  - Monitoring and evaluation (+)
	  - Storytelling

Group 2	Add to the menu: - Technical assistance - City managers communities → exchange project

| Group 3 | Group 3 suggested a new menu:

- Mapping and monitoring
  - Observatory
  - Use platform
  - Guangzhou Award
  - Sustainable cities collaboratory
  - Gender mapping
- Tools and methods
  - Pilot projects outcome
  - Gender tools
  - Principles / capacities for better cities
  - Circles of sustainability
  - Publications
- Learning and capacity building
  - On-site
  - online
- Advocacy and diplomacy
  - Declarations
  - Position papers
  - UN
  - GTF
  - Strategic partners | Events: annual meetings + congresses |
| Group 4 | + webinars with UCLG
+ metro-labs
+ technical. Tasforce to support metropolises on building their metropolis
Buy a forest or carbon-neutral meetings
Need assessment before on-site training
"Metropolising" the SDGs? | |

3a. Metropolis works in an environment that is both political and technical. What should be the ratio of our focus on political to technical be?
A group considers that it should be 50/50.
Some groups consider that it should be less political and more technical.
Double level strategy

Technical	Political
- Repository of knowledge	- Supporting of members - Advocacy vis-à-vis central governments and UN (global agendas) - Improving the quality of political gatherings, not necessarily increasing ratio. "Little clubs". Inspiring models:

	Eurocities, Chicago Forum on Global Cities, Living together summit, EMA, C40, City managers format + media exposure + debate themes that connects with citizens' lives

The proposal of a group:
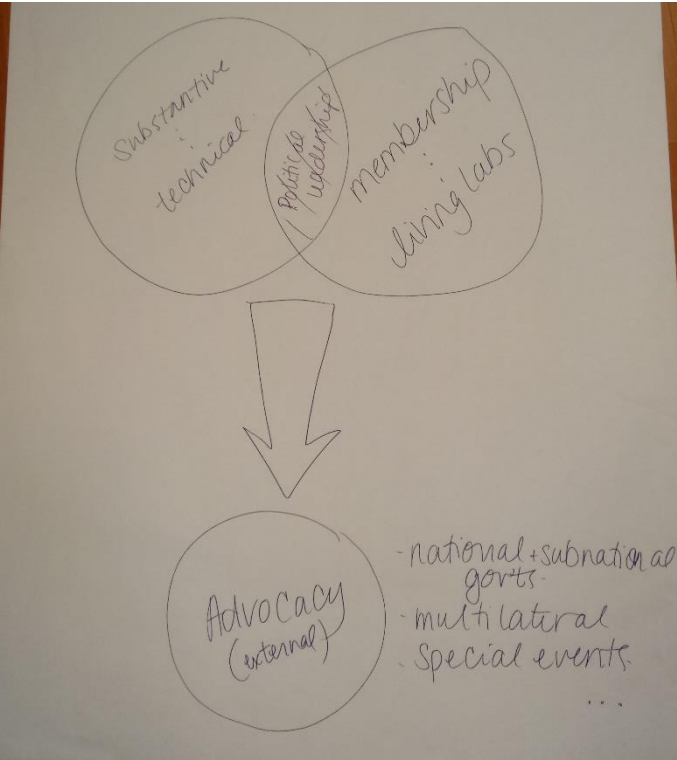
3b. Should the Metropolis Secretariat General be:
  a) **Technical experts on urban and metropolitan issues?**
  b) **Facilitators and connectors between expertise and need?**

Group 1	A+B = Quality Facilitators and connectors (B) with minimum of knowledge on urban and metropolitan issues (substantive knowledge) + minimum 1 person in-house technical expert on metro governance + external roaster of experts on key issues. The narrative is the most important, not if it comes from in-house or outsourced technical experts.
Group 2	A combination of both: strengthening A without losing B Pooling expertise from membership Role of regional secretariats: advisors

Group 3	
Group 4	Facilitators with high level of expertise capacity Look for funding opportunities including foundations

Network Visualisation:

The meeting closed with an opportunity for participants to reflect on the individual or organisational connections they would like to strengthen beyond the event.

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Videos: key ideas

During the two-day meetings, a series of videos were made in interview format. 14 participants replied to the question: "How do you see Metropolis in 2023?".

- Anne Claes, Director General, Brussels International
- Djamel Sandid, Coordinator of Peripheral Cities Forum, UCLG
- Felip Roca, Director of International Relations, Barcelona City Council
- Hamid Isfahanizadeh, Director of ISCO & Mashhad MITI, Mashhad Municipality
- Kathryn Travers, Development Officer for the Equal Participation of Women, Concertation Montreal
- Mariana Flores, Executive director of Institutional representation, General Coordination of Advisors and International Affairs, Government of Mexico City
- Marie Daigle de Lafontaine, International Affairs Advisor, Ville de Montréal
- Nicholas You, Executive Director, Guangzhou Institute for Urban Innovation
- Oriol Estela, General Coordinator, Pla Estratègic Metropolità de Barcelona
- Paola Arjona, Deputy Director of AL-Las Alliance and representative of the Regional Secretariat for Latin America and the Caribbean (Intendencia de Montevideo)
- Rahmatouca Sow, Regional Secretary for Africa (Ville de Dakar)
- Rashid Seedat, Head of Gauteng Planning Division, Gauteng Provincial Government, Office of the Premier
- Rehana Moosajee, Founder / Owner, The Barefoot Facilitator
- Xavier Tiana, Head of International Relations, Metropolitan Area of Barcelona
- Yeon Woo Kim, Manager, MITI – SHRDC (Seoul)

These are the main ideas taken from the videos:

- Some experts consider that Metropolis is already a network/platform of reference regarding metropolitan governance → need to continue working to be positioned as leader in this subject: consolidate its place in the ecosystem of local governments' networks
- Some experts consider that Metropolis needs to be globally more visible (leadership)
- Metropolis = network of human relations. Meeting point (alignment).
- Place to find solutions for territories more just, democratic and sustainable.
- Working to ensure that every citizen finds his/her place in the metropolis → connect with citizens. Understand their needs for a better life
- Metropolis experience and knowledge: strength to overcome challenges
- Strength: Service ethics

By 2023, Metropolis:
- will continue to work on:
  - Cooperation between members (peers) → sharing of experiences

- Strengthening and consolidation of its role as the voice of metropolitan authorities: facilitation role + support role + technical and political accompanying role
- Giving support policy-makers to make policies to serve citizens with a better quality of life
- Presenting members in the global agendas
- Activation of members
- Alliances with partnerships (rather than a think tank)
- Pilot projects
- Good practice database. Repository
- Continue to listen its members -> how to better serve them.
- will boost:
  - Its role as a network of mayors → sense of belonging and pride
  - Strategy to implement 2030 Agenda
  - Learning and training strategy → facilitation of peer learning and exchange
  - Find its focus on "metropolitan governance" (too wide) → Impact areas
  - Strong presidency → to make a difference and to better support metropolises to meet common challenges
  - advocacy at national and international level (multi-level coordination)
  - Tools and methods. Studies and reports. → multilateral partnerships
- will incubate metropolises to have proper governance structures. → innovation and knowledge lab on metropolisation in all regions
- will be the leading point for knowledge products and management
  be the place to discuss how to deal with contemporary metropolitan issues → how to improve the performance of metropolises and metropolitan regions for the benefit of people
- will be the first port of call for people, stakeholders, all type of governments interested in metropolisation
- will be an organisation able to predict the trends alert city governments to what they can expect and help them to best position themselves
- will strengthen its relationships with other local government networks and most importantly will reinforce its role as a server to the members, and to humanity, and natural environment
- will play a leading and strategic role within UCLG
- will be an influential global organisation on: climate change, air and water quality, mobility, planning, poverty reduction, unemployment, social inclusion in a context rapidly growing and metropolising, waste management, relations with different actors.

Annexes

Annex A: List of participants
Annex B: Presentation *Challenges of the metropolis* by Eric Huybrechts
Annex C: *ADAPT. Five urgent global issues and implications.* PwC, October 2019
Annex D: Consolidated timeline
Annex E: Results of the questionnaire

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Annex A: List of participants

	Title	Given name (as in passport)	Last name(s) (as in passport)	Job title	Organization
1	Ms	**Agnes Charlotte**	BICKART	SENIOR MANAGER INSTITUTIONAL RELATIONS	METROPOLIS
2	Ms	**Alexandra**	VIDALD'OLEO	INTERN	METROPOLIS
3	Ms	**Anne**	Claes	Director General	Brussels International
4	Mr	**Cenk**	TIKIZ	Local Government Specialist	Istanbul Metropolitan Municipality
5	Mr	**Christopher**	Swope	Deputy Editor	Bloomberg Cities
6	Mr	**Djamel**	SANDID	Coordinator of Peripheral Cities Forum	UCLG
7	Mr	**Eric**	Huybrechts	MANAGER OF INTERNATIONAL AFFAIRS	INSTITUT PARIS REGION
8	Mr	**Eugeni**	Villalbí Godes	Project Officer for Metropolis Observatory	Metropolis
9	Ms	**Federica**	Biondi	Resp Admin, finances i RRHH	Metropolis
10	Mr	**Felip**	Roca Blasco	Director de Relacions Internacionals	Ajuntament de Barcelona
11	Mr	**Guillaume**	Berret	project officer	Metropolis
12	Mr	**HAMID REZA**	ISFAHANIZADEH	Director of ISCO & Mashhad MITI	MASHHAD MUNICIPALITY
13	Ms	**Helene Marie Claude**	Jourdan	Project Officer for Learning and training, Strategic partnerships and Africa Focal point	Metropolis
14		**Jean-Baptiste**	Buffet		UCLG
15	Ms	**Kathryn Lorette**	Travers	Development Officer for the Equal Participation of Women	Concertation Montreal

16	Ms	**Lia**	Brum	Content Curator & Focal Point for Latin America and Europe	Metropolis
17	Mr	**Luca Costantino**	Arbau	Project Officer for Communication	Metropolis - Secretariat General
18	Ms	**Mara**	Fernández Tomás	Administration Assistant	Metropolis
19	Ms	**Maria Teresa**	Oliver Rossell	Project Officer	Metropolis
20	Ms	**Mariana**	Flores Mayén	Directora Ejecutiva de Representación Institucional	Coordinación General de Asesores y Asuntos Internacionales, Gobierno de la Ciudad de México
21	Ms	**Marie**	Daigle de Lafontaine	International Affairs Advisor	Ville de Montréal
22	Ms	**Mireia**	Zapata	Support to the implementation of the Action Plan	Metropolis
23	Mr	**Nicholas**	You	Executive Director	Guangzhou Institute for Urban Innovation
24	Mr	**Octavi**	de la Varga Mas	Secretary General	METROPOLIS
25	Mr	**Oriol**	Estela Barnet	General Coordinator	Pla Estratègic Metropolità de Barcelona
26	Ms	**PAOLA ANDREA**	ARJONA CAYCEDO	Deputy Director	AL-LAs Alliance
27	Prof.	**Paul**	James	Director of the Institute for Culture and Society	Western Sydney University
28	Ms	**Paula Ayelén**	Prieto Mantiñán	Intern	Metropolis
29	Ms	**Pilar**	Conesa	CEO	anteverti
30	Ms	**Rahmatouca**	Sow	Secrétaire régionale Metropolis Afrique	Ville de Dakar
31	Mr	**Rashid Ahamed**	Seedat	Head of Gauteng Planning Division	Gauteng Provincial Government, Office of the Premier
32	Ms	**Rehana**	Moosajee	Founder / Owner	The Barefoot Facilitator
33		**Sara**	Hoeflich		UCLG
34	Ms	**SILVIA**	LLORENTE SÁNCHEZ	PROJECT OFFICER FOR METROPOLIS WOMEN	METROPOLIS
35	Dr.	**Sonia**	Ruiz García	Head of the Gender Mainstreaming department	Ajuntament de Barcelona

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| 36	Mr	**Xavier**	Bermejo Sanchis	Communications Office	Metropolis
37	Mr	**Xavier**	Borrell	Administration Offcier	Metropolis
38	Mr	**Xavier**	Tiana	Head of International Relations	AMB
39	Ms	**Yeon Woo**	Kim	Manager	MITI - SHRDC

Annex B: Presentation _Challenges of the metropolis_ by Eric Huybrechts

METROPOLIS ASSOCIATION

STRATEGIC MEETING

Barcelona – Spain
Ca l'Alier
25-27 November 2019
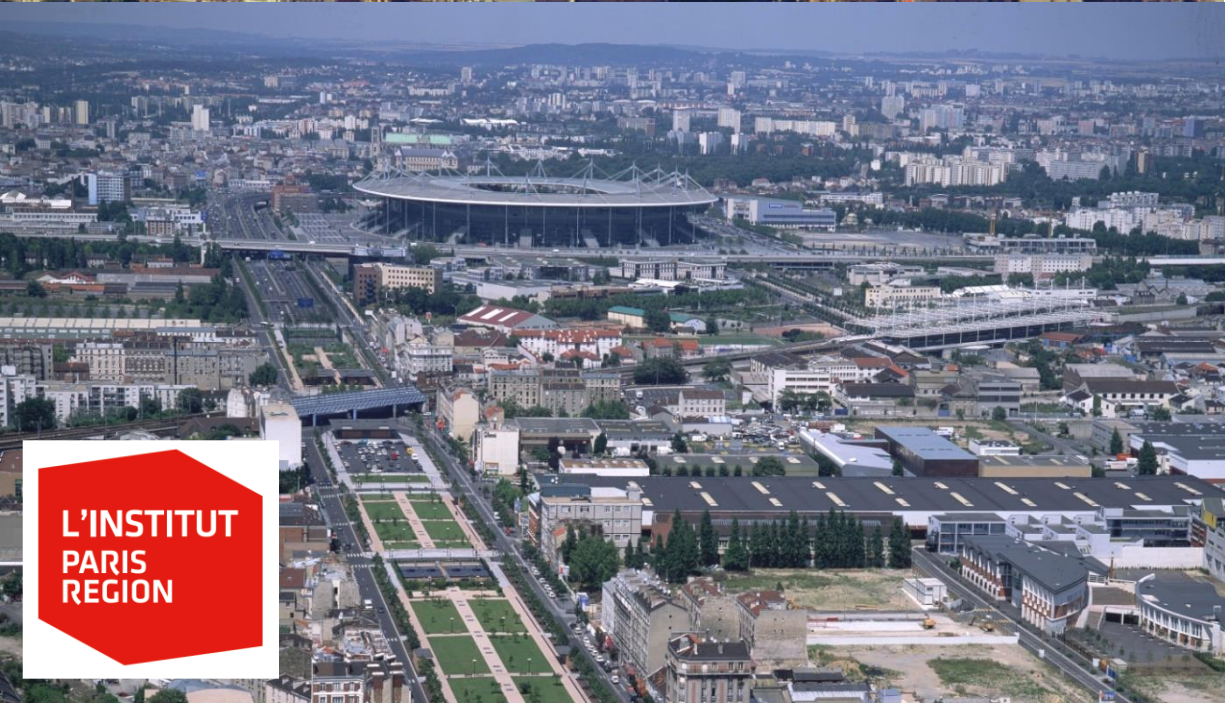
CHALLENGES OF THE METROPOLIS

Eric HUYBRECHTS
ISOCARP MTPA ICOMOS
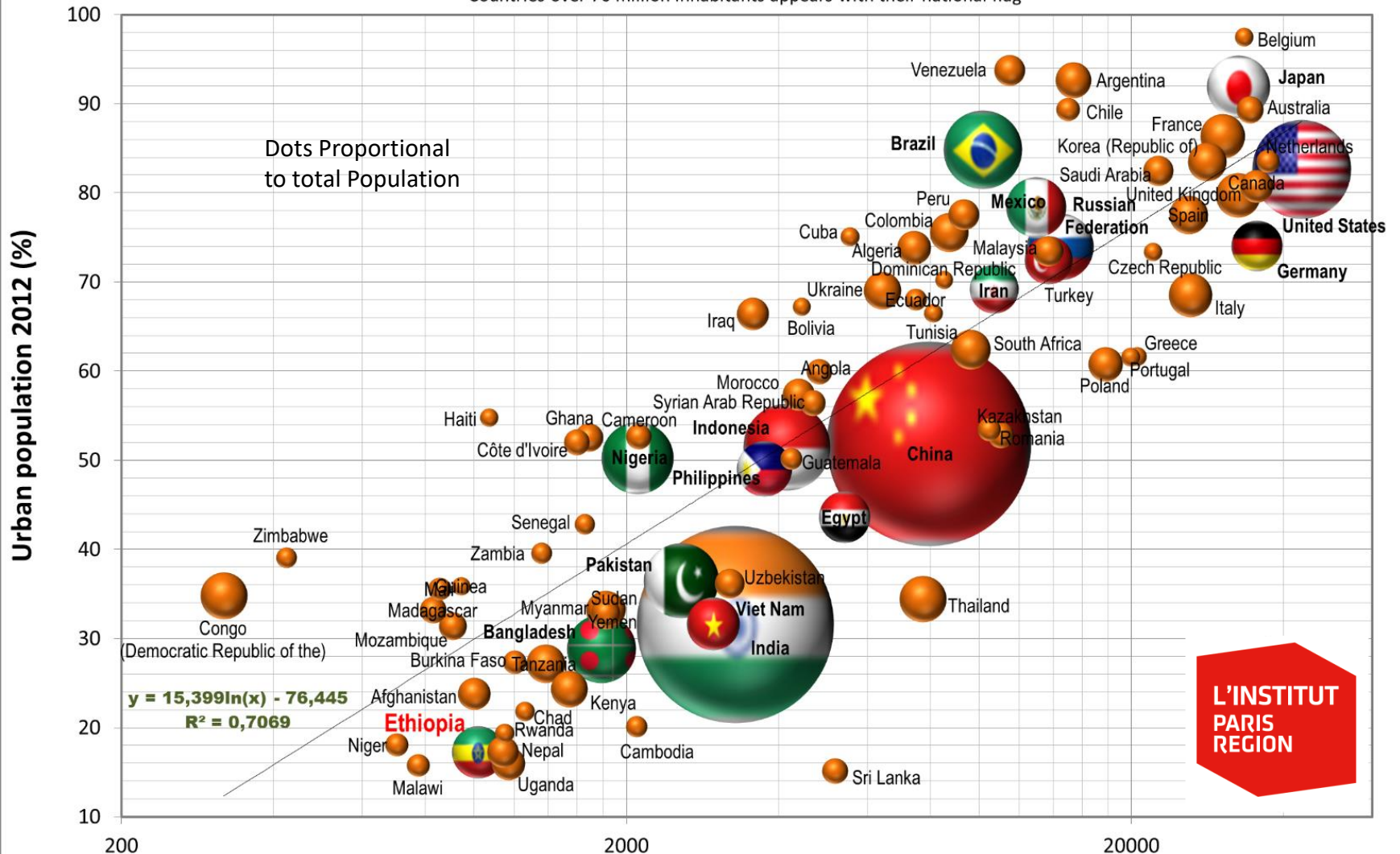Architect & Urban/Regional planner

# CITITES ARE ON BOARD

URBANISATION DRIVES DEVELOPPEMENT

Urban rate and Gross national income (GNI) per capita 2012 (2005 PPP $)

Dots proportional in size to the population - Countries of 10 millions inhabitants or more in 2012-
Countries over 70 million inhabitants appears with their national flag

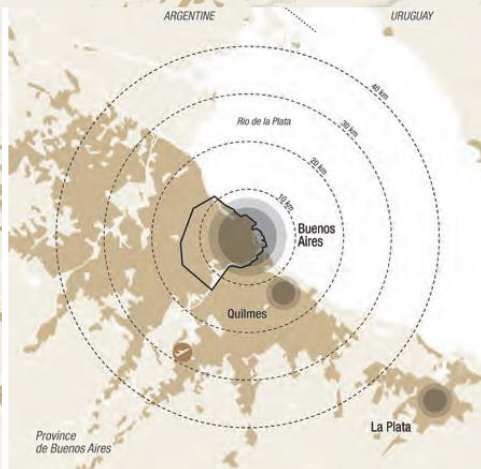Dots Proportional to total Population

$y = 15,399ln(x) - 76,445$
$R^2 = 0,7069$

L'INSTITUT PARIS REGION

Source : ONU, Human Development Report 2013

Gross national income (GNI) per capita 2012 (2005 PPP $) *(logarithmic scale)*

Urban population 2012 (%)

A WORLD OF METROPOLIS

1.200 METROPOLIS (>500,000 INH.) 50% URBAN + 20 METRO/ yr
34 MEGAPOLIS (>10,000,000 INH.) 13% URBAN + 1 MEGA / 2 yrs
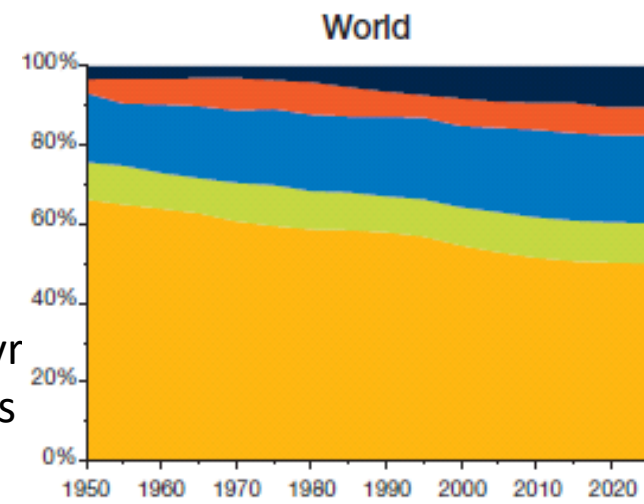
GROWING METROPOLISES
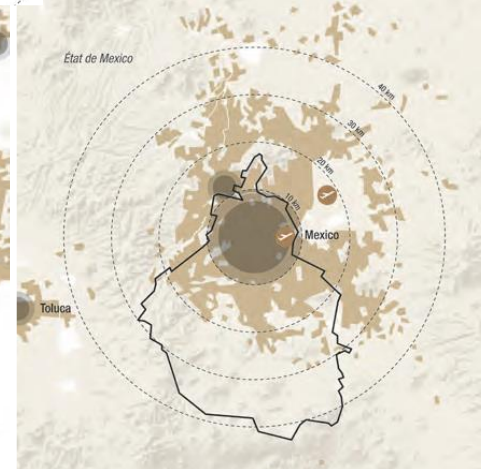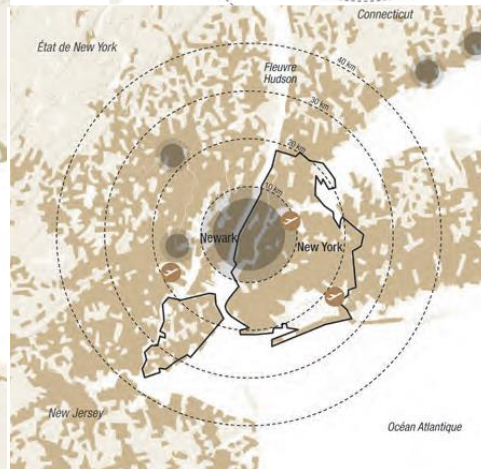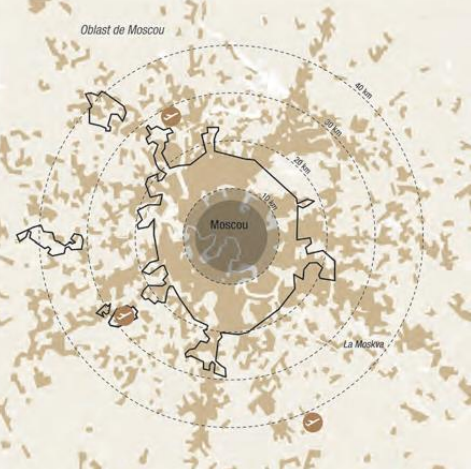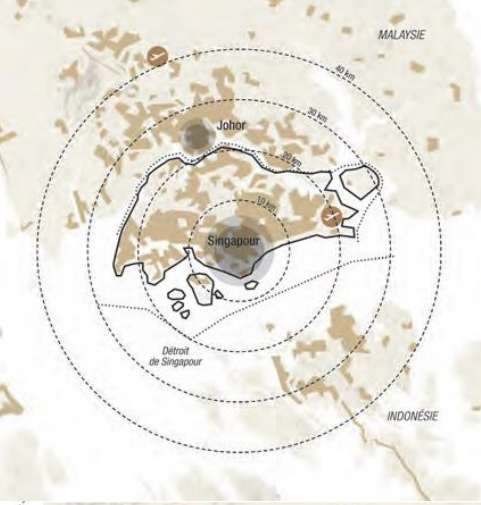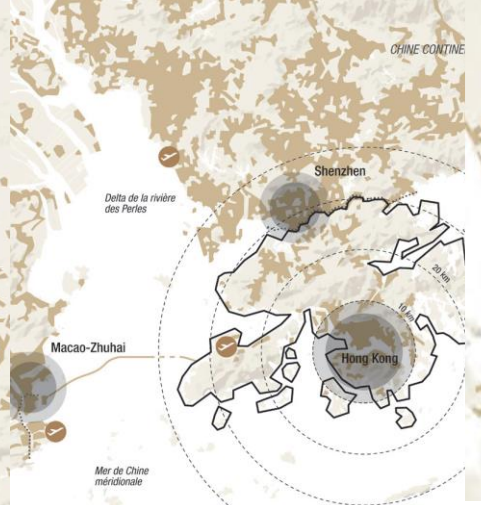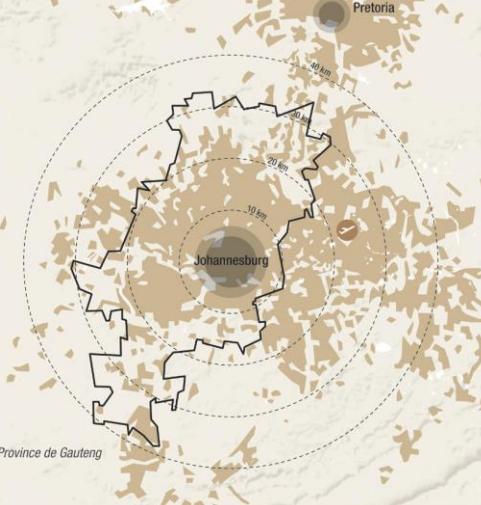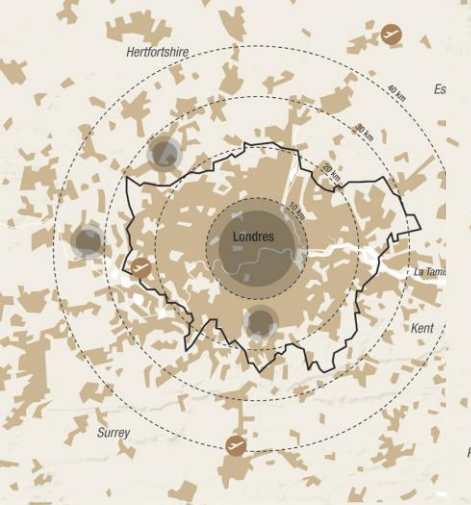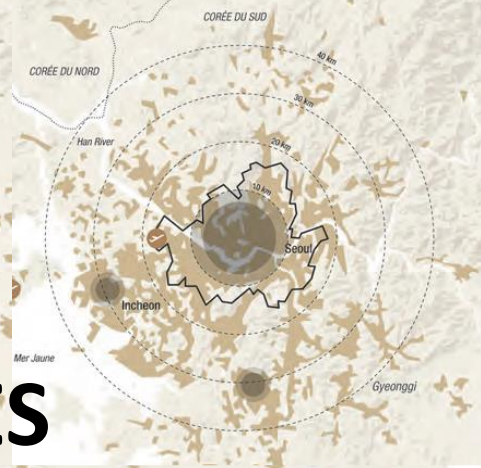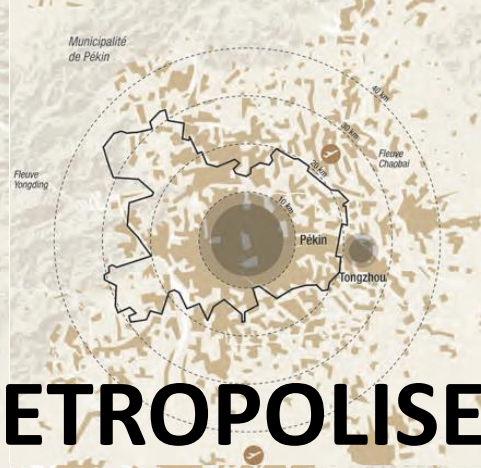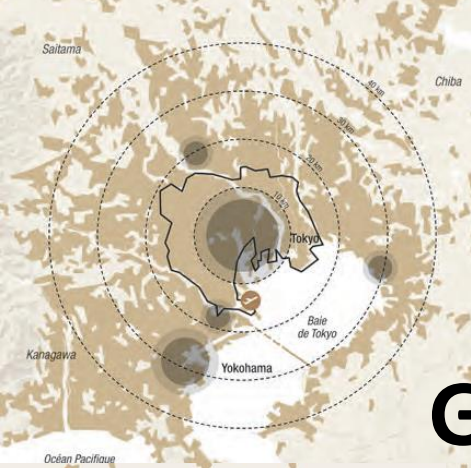
COMPETING METROPOLISES

BIG SEVEN

CHALLENGERS

NEW GLOBAL CITIES
- INFLUENCER
- QUALITY OF LIFE
- INNOVATIVE

EMERGING GLOBAL CITIES
- ENTREPRENEURSHIPS
- GENERATORS
- MEGAHUBS

HYBRID CITIES

NATIONAL ENGINES

EFFECTS OF FINANCIALIZATION ON CITIES

SIMILAR PRODUCTS, NON INCLUSIVE CITIES
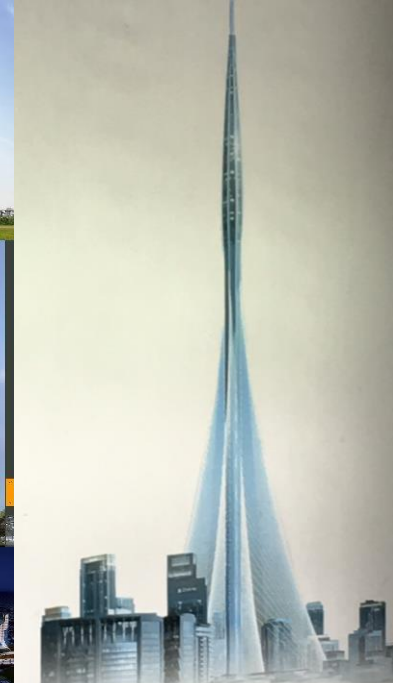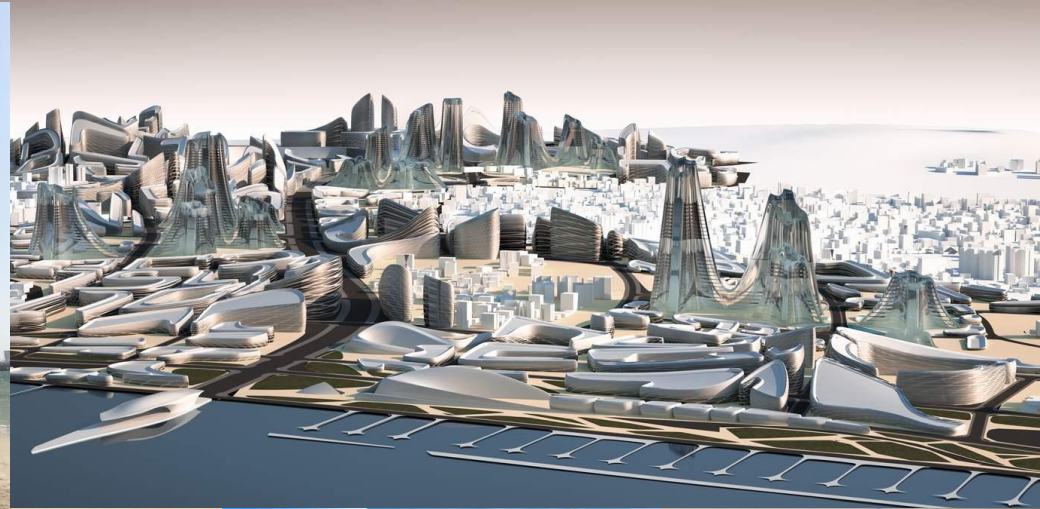
NON AFFORDABLE METROPOLIS
DISCONNEXION FROM REAL ESTATE PRICE TO REVENUE

REAL ESTATE PRICES IN LARGE CITIES

FINANCIAL EFFORT FOR HOUSING RELATED TO AVERAGE REVENUE

COMPARAISON DES PRIX IMMOBILIERS DANS LES MÉTROPOLES

**Tendance d'évolution des prix au m²
ces 10 dernières années**

▲ à la hausse
▶ stable
▼ à la baisse

**Tendance des prix au m²
par rapport à la métropole de Paris**

■ supérieur
■ inférieur

Prix au m²
en euros

15 000 — Hong Kong ▲

12 000

Singapour ▲

9 000

New York ▲

Shanghai ▲

6 000 — Londres ▲

Paris ▶

▲ Pékin
▶ Los Angeles
▼ Miami
▼ Milan

3 000 — Barcelone ▼
Madrid ▼
▼ Moscou   Chicago ▶
Rome   Lisbonne
▲ Sydney   Istanbul
▲ Melbourne   Cape Town ▲
              Johannesburg ▲

Effort financier des acquéreurs de logements

Taux d'effort*   0,10   0,20 0,30 0,40 0,50   0,60   0,70   0,80 %

Paris

Chicago   Cape Town   New York   Istanbul   Moscou   Singapour   Pékin   Hong Kong   Shanghai

Madrid   Londres

Melbourne   Milan
Sydney   Barcelone   Lisbonne
Johannesburg Rome   Los Angeles
                          Miami

Nombre d'habitants
20 000 000
12 000 000
5 000 000
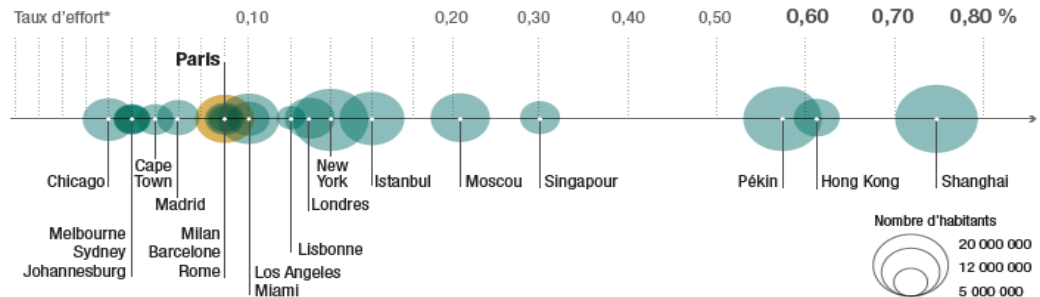
* Le taux d'effort financier est le rapport entre le prix au m²
et le revenu moyen annuel.

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Sources : CBRE, Global City Living 2017 - A city by city showcase

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STRATEGIC PLANNING
FOCUSING ON A LIMITED NUMBER OF HUGE PROJECTS
CAIRO 2050

NEW TOWNS

THE PARADOXE OF GHOST CITIES

PLANNING WITHOUT LIMITS

METROPOLITAN SPRAWL WITHOUT PLANNING

Estado do Rio de Janeiro

Região Metropolitana do Rio de Janeiro

Documento de trabalho
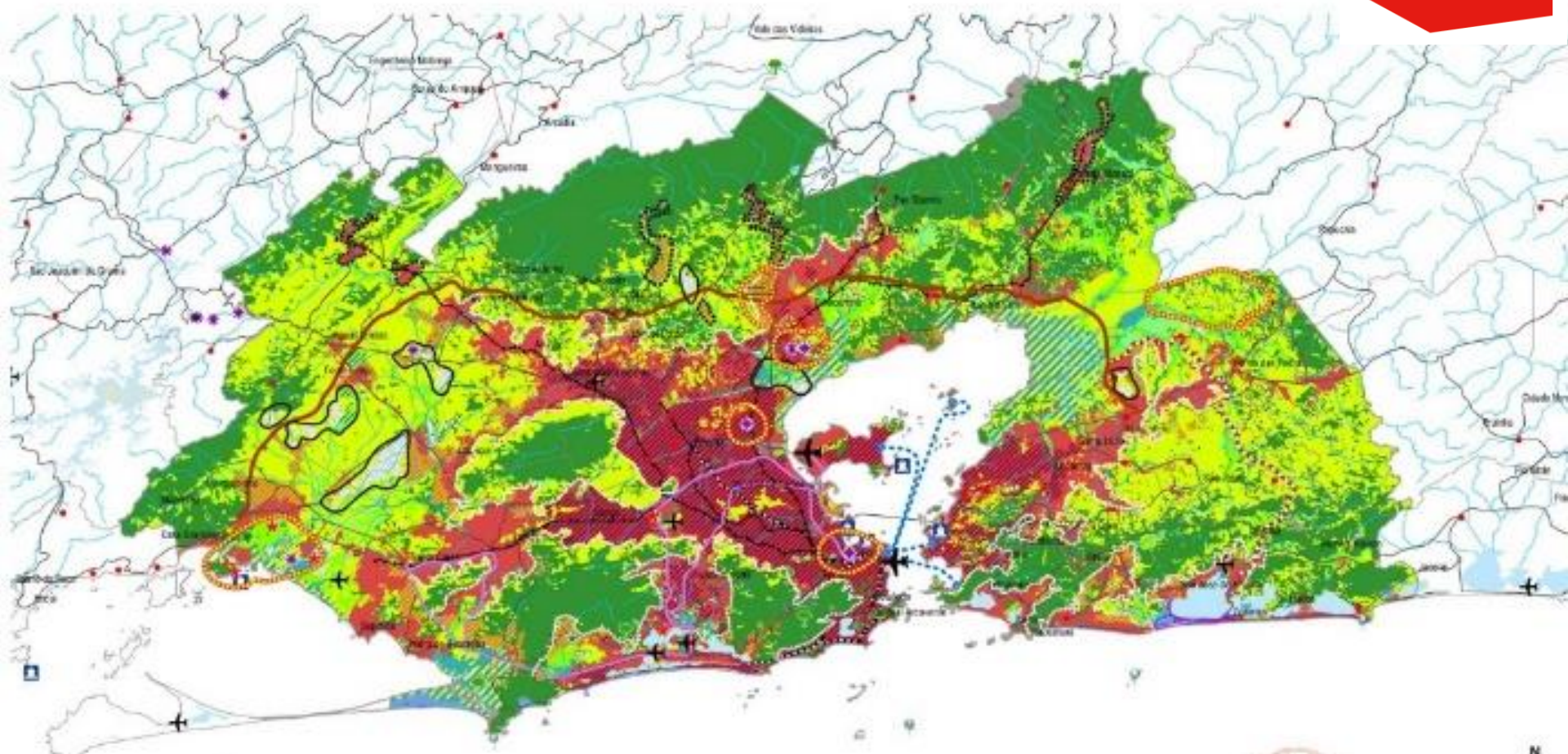
PLANNED /vs/ INFORMAL CITIES

PLANNED CITY IS NOT AFFORDABLE FOR 50% OF URBAN DWELLERS
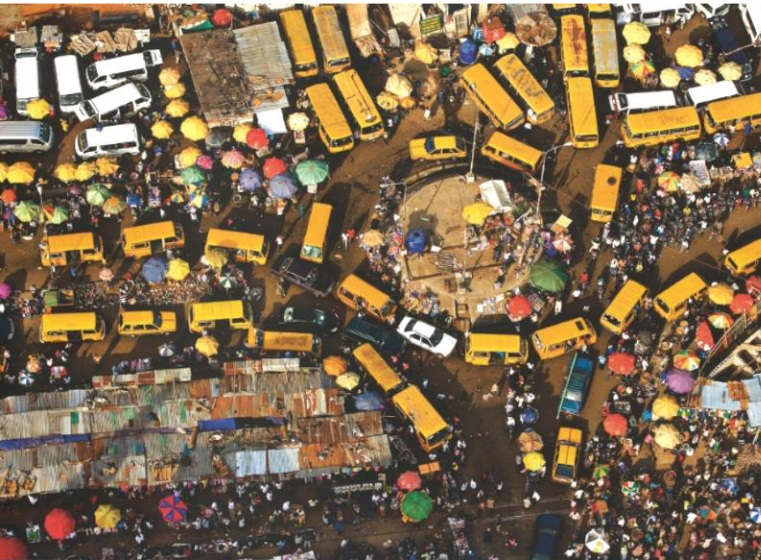
PLANNING FUTURE INFORMAL AREAS

BIGGEST CHALLENGES FOR PLANNERS OF THE 21ST CENTURY

NATIONAL URBAN POLICIES

ECONOMIC CORRIDORS
METROPOLITAN AREAS
INTERMEDIATE CITIES
BORDER CITIES
RURAL DEVELOPMENT
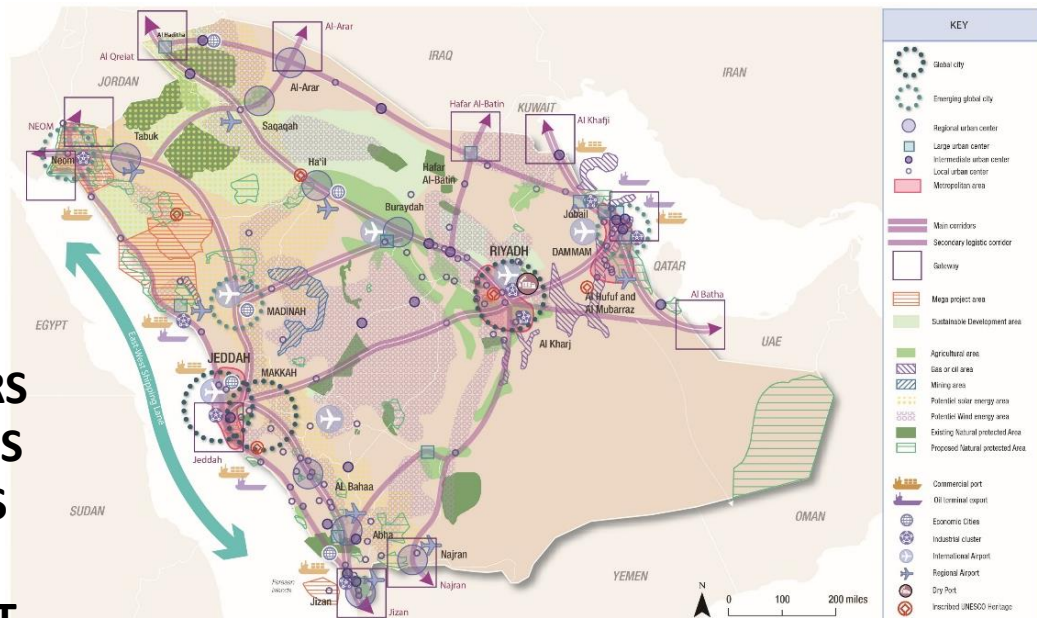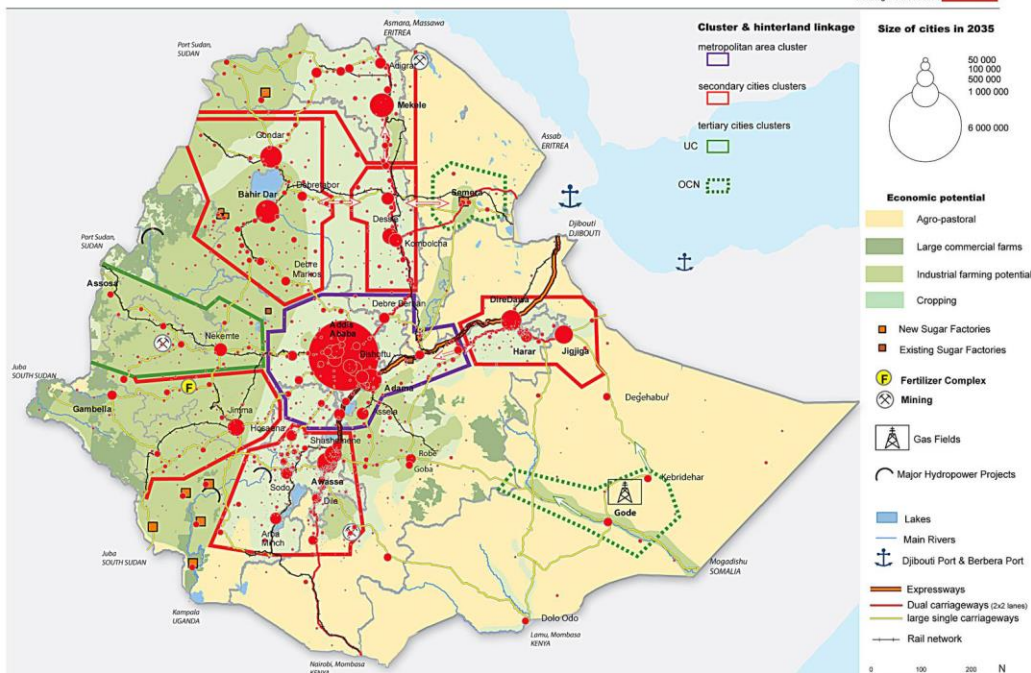
MANAGING METROPOLITAN AREAS

TERRITORIAL SOLIDARITY, POLITICAL REPRESENTATIVITY, PUBLIC SERVICES EFFICIENCY

ÎLE-DE-FRANCE
Métropole
7 millions habitants
Région
12 millions habitants

LONDRES
8,7 millions habitants
(32 boroughs et la City)
London Metropolitan Area
14,9 millions habitants
Wider south east
22 millions habitants
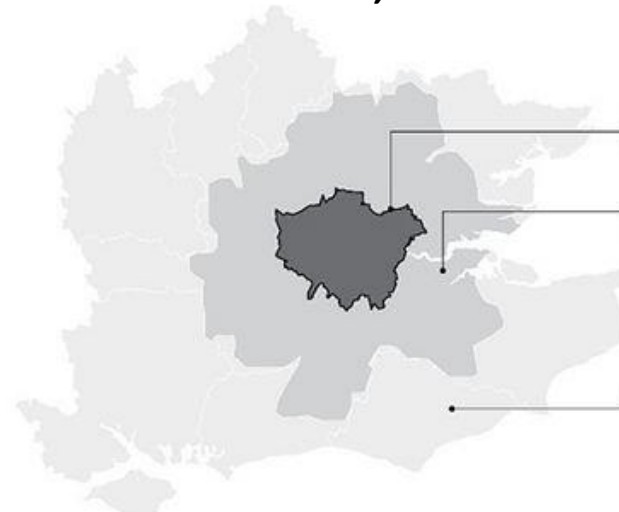
NEW YORK
Municipalité de 8,4 millions habitants
(5 arrondissements)
New York Region Metropolitan area
(états de New York, New Jersey
et Connecticut)
23 millions habitants

TOKYO
Ville de Tokyo
(23 districts centraux
et secteur de Tama)
13 millions habitants
Conférence métropolitaine
(4 préfectures et 4 villes)
34 millions habitants

HYBRID SYSTEMS
SEVERAL GOVERNANCES COVERING DIFFERENT TERRITORIES

SEDIF : alimentation en eau potable

SIAAP : assainissement

SIPPEREC : électricité et réseaux de communication

SIGEIF : gaz et électricité

SYCTOM : traitement des ordures ménagères

Communes membres du SEDIF (2016)

Communes membres du SIAAP (2016)

Communes membres du SIPPEREC (2016)

Communes membres du SIGEIF (2016)

Communes membres du SYCTOM (2015)
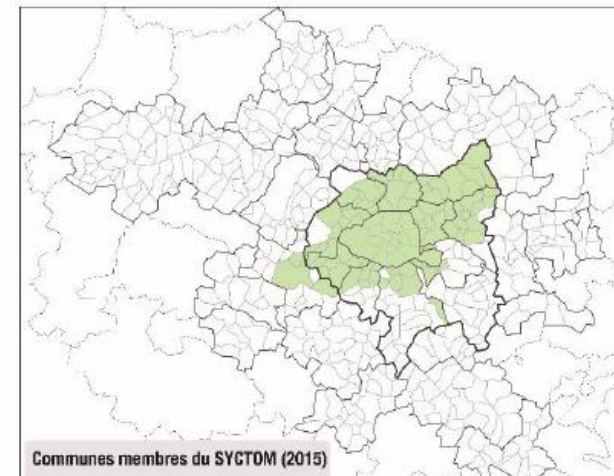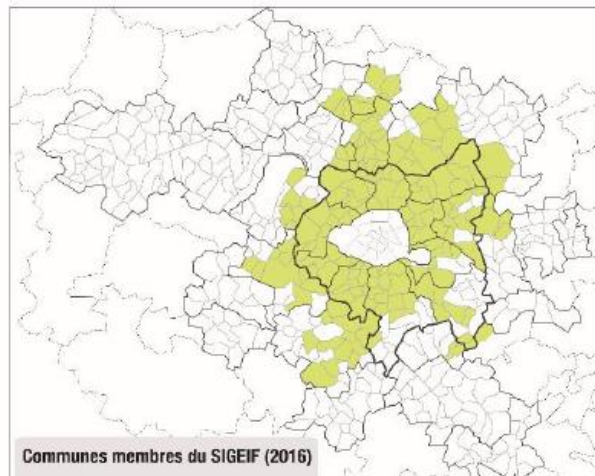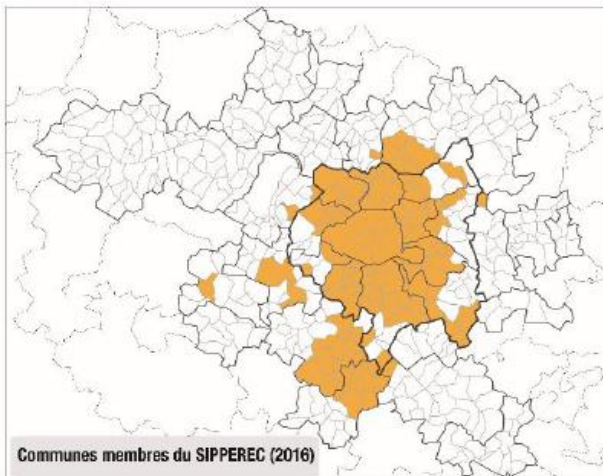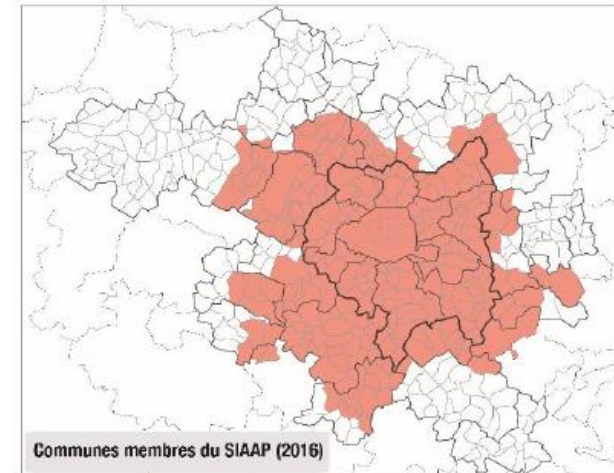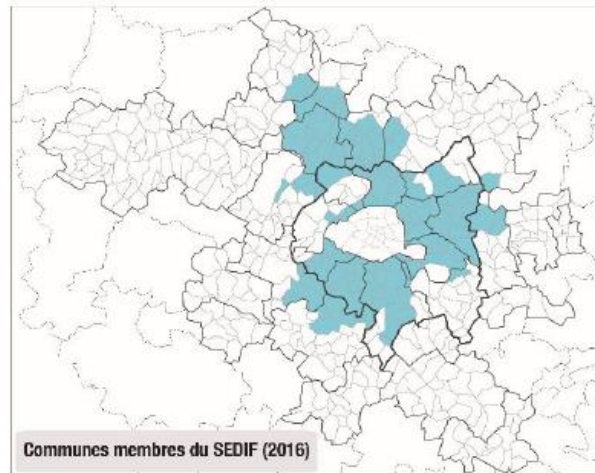
SHARES OF COMPETENCIES
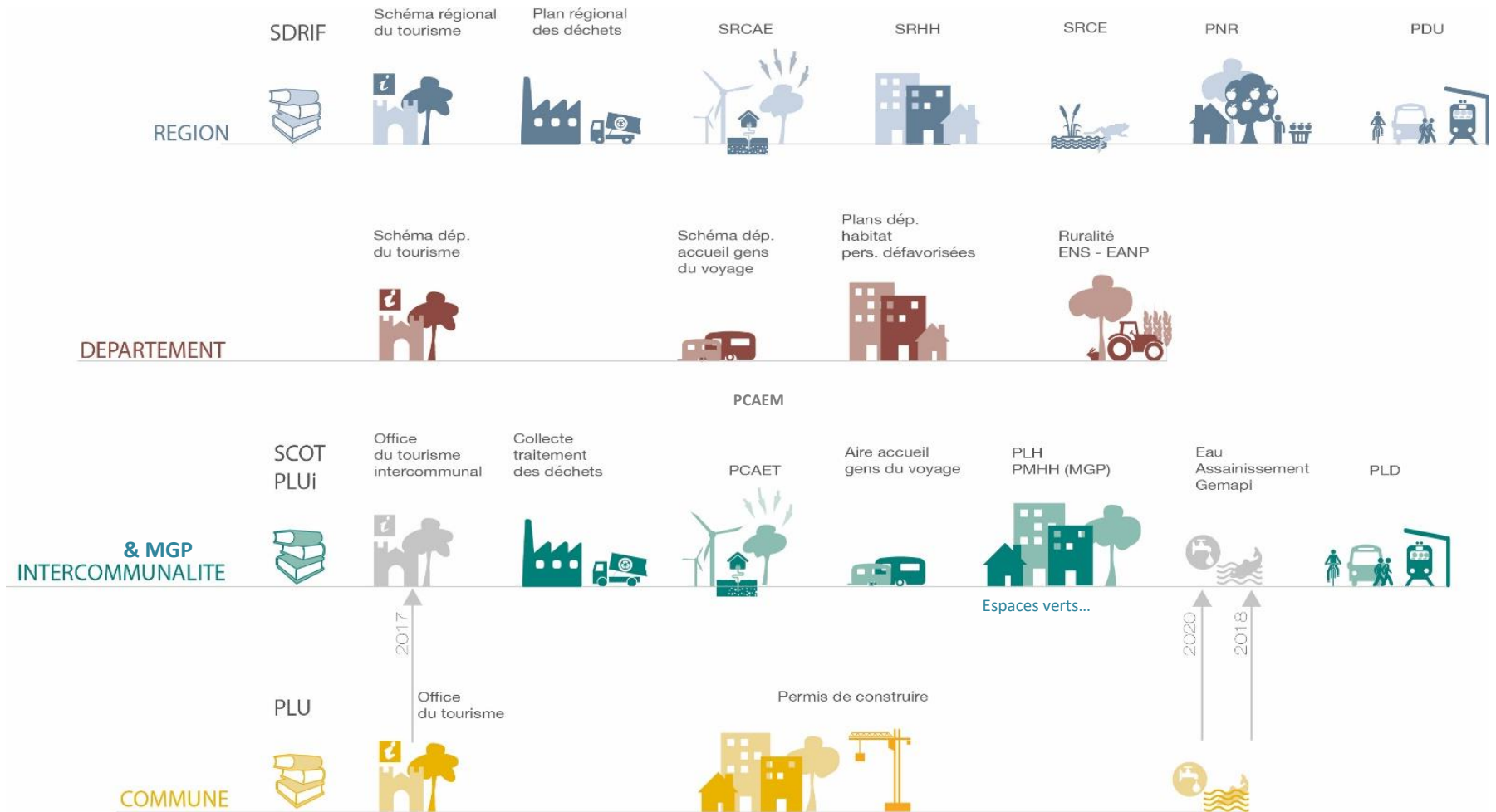
DEMOCRATIC CHALLENGES

REPRESENTATIVITY OF THE METROPOLITAN GOVERNANCE
Who represent the Metropolis ?

RELATION CITIZENS / DECISION MAKERS
Information – Participation – Collaboration - Co-decision

ECONOMIC AND SOCIAL INEQUALITIES
Education – revenue – property – tax system

TERRITORIAL INEQUALITIES
Access to land – housing & public services

FROM THE SMART CITY TO THE INTELLIGENT METROPOLIS
Illusion to drive cities by the data (IBM - CISCO)

Les technologies numériques
AU SERVICE DE LA DÉMOCRATIE

Quelle action
sur le système politique ?

GOV TECH
au service
des institutions

POL TECH
au service
des partis
politiques

CIVIC TECH
au service
des citoyens

Statu quo
numériser
la participation
traditionnelle

Transformation
transformer
la participation
au sein du système

Subversion
changer le système
radicalement
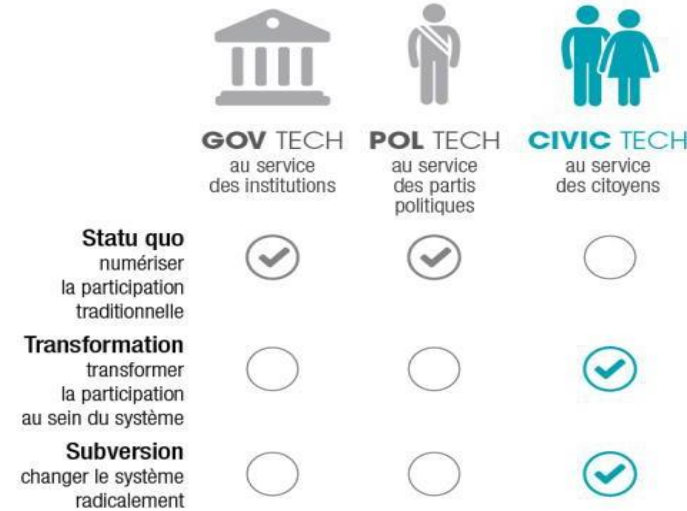
Quelle influence
sur les étapes
des politiques publiques ?

GOV TECH   **POL** TECH   **CIVIC** TECH

Infomation

Mobilisation

Représentation
Prise de décision

Mise en oeuvre
Évaluation

19

INTEGRATED STRATEGIES OF CITY-REGIONS

PROTECTIONS, POLYCENTRISM AND LINKS
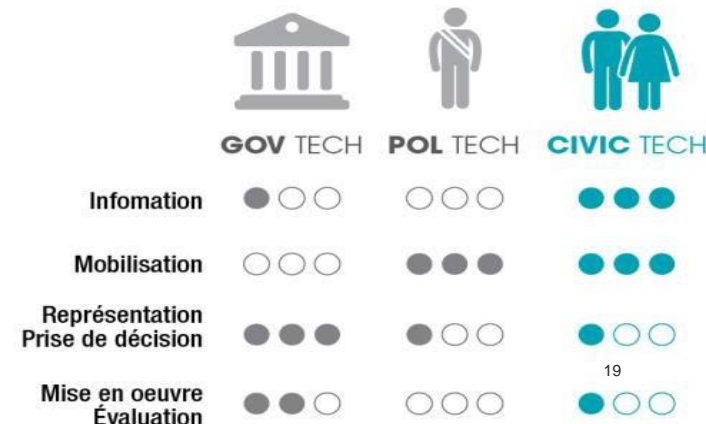
CIRCULAR URBAN METABOLISM

DU **MÉTABOLISME** URBAIN **LINÉAIRE**

Eau
Alimentation
Énergie charbon, pétrole, nucléaire
Autres ressources

Eaux usées
Déchets organiques et inorganiques
Émissions pollutions
Produits manufacturés

AU **MÉTABOLISME** URBAIN **CIRCULAIRE**

Boucle locale organique
Boucle locale d'énergie

Eau
Alimentation
Énergies renouvelables et de récupération
Produits manufacturés
Matériaux issus du réemploi biosourcés géosourcés
Autres ressources

Pollution, déchets et produits manufacturés

Boucle locale d'eau
Boucle locale de matière

© L'INSTITUT PARIS REGION 2019
Source : schéma de H. Girardet, World Futur Council, 2013, adapté par L'Insitut

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NEGOCIATED PLANNING

SUBSIDIARITY
PARTNERSHIPS
FORUMS
NEW PLANNING TOOLS

TOP DOWN
LAND USE
PLANNING
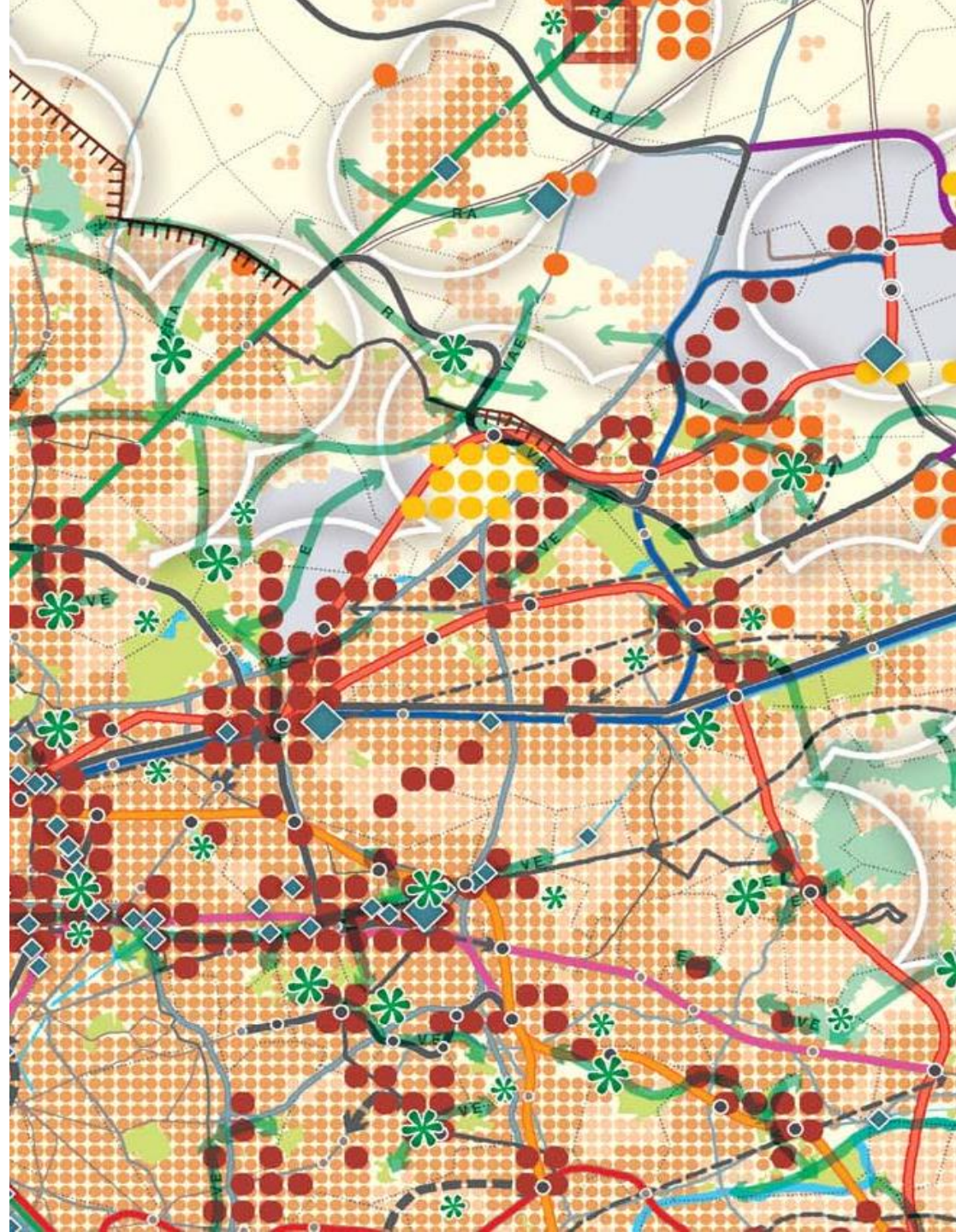
MORE COOPERATION = STRATEGIC PLANNING

CO-PRODUCING STRATEGIES & PLANS

FROM INFORMATION & PARTICIPATION   -   TO COLLABORATION

- 2004 - 2008 : 50 workshops, 3 forums, pools, citizen vision, public consultations
- 2010 : International competition of Greater Paris and large exhibition
- 2011-2013 : Conferences, round-tables, public consultations
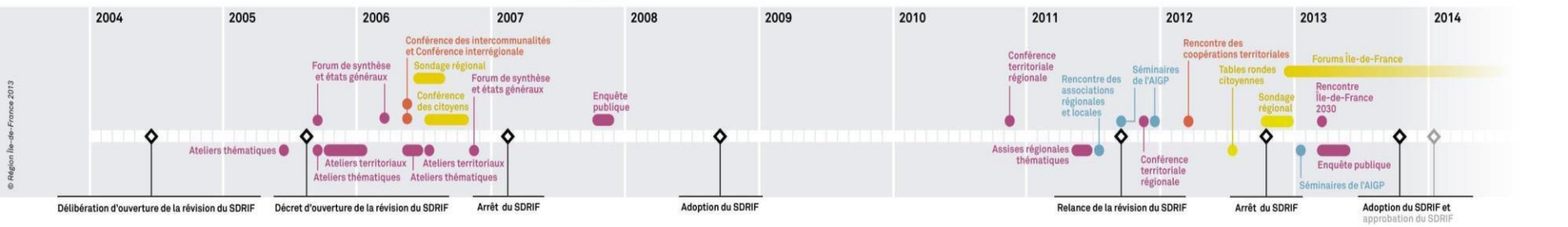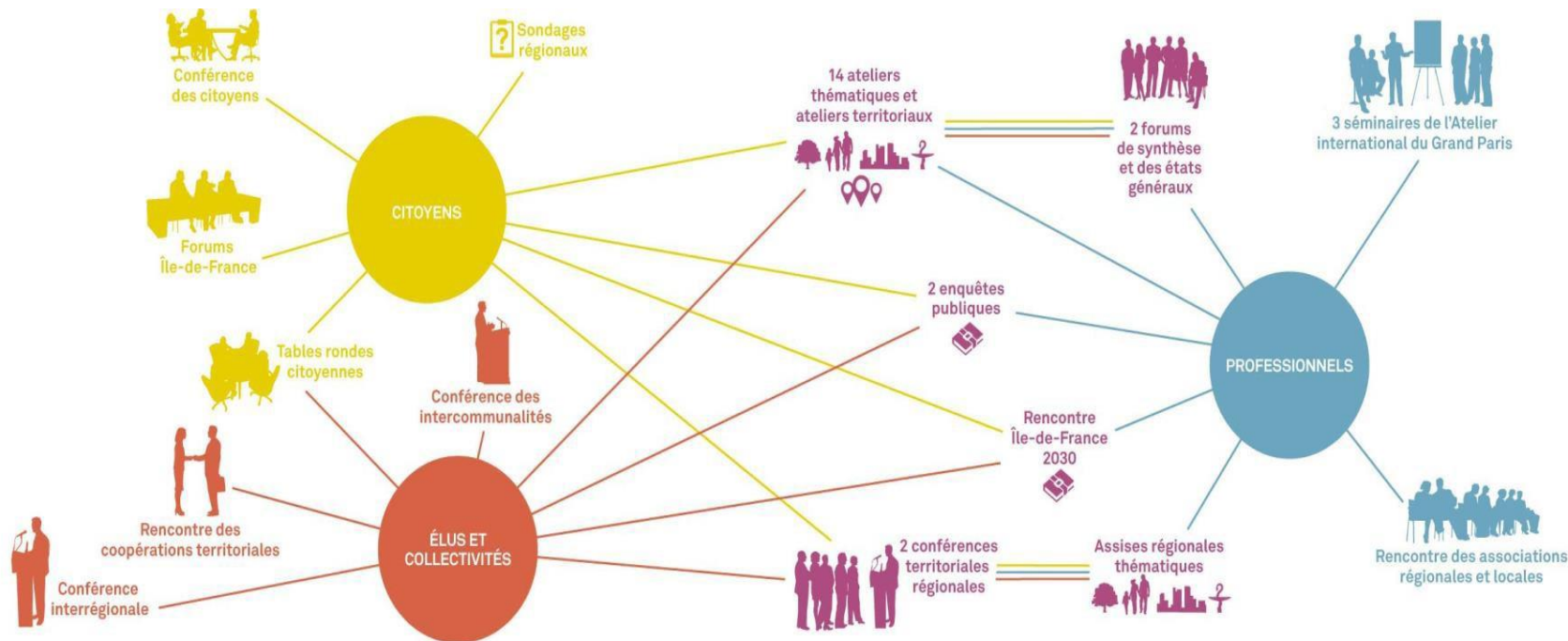
METROPOLITAN DESIGN THINKING
CO-ELABORATION, ITERATION, VISIONING, DESIGN AND IMMEDIATE SOLUTIONS
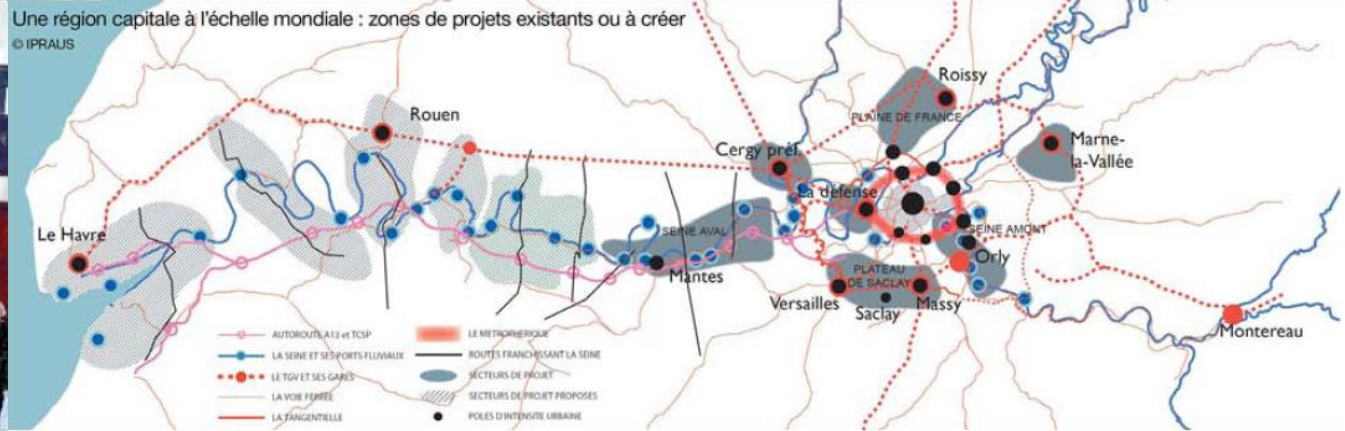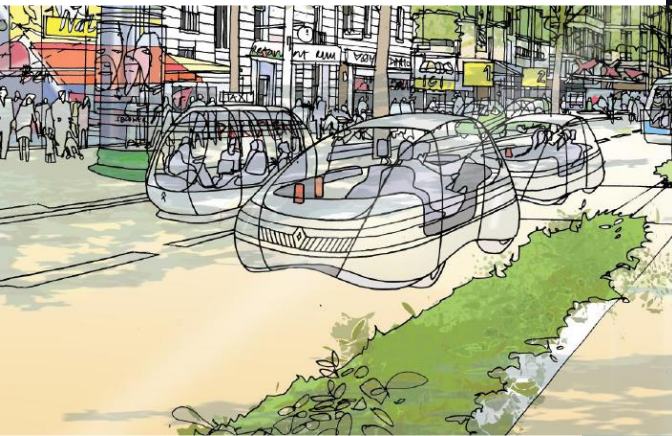
ADAPTING CITIES TO CAR --- PEAK CAR

Cheonggyecheon Expressway
Photo Seoul Metropolitan Government
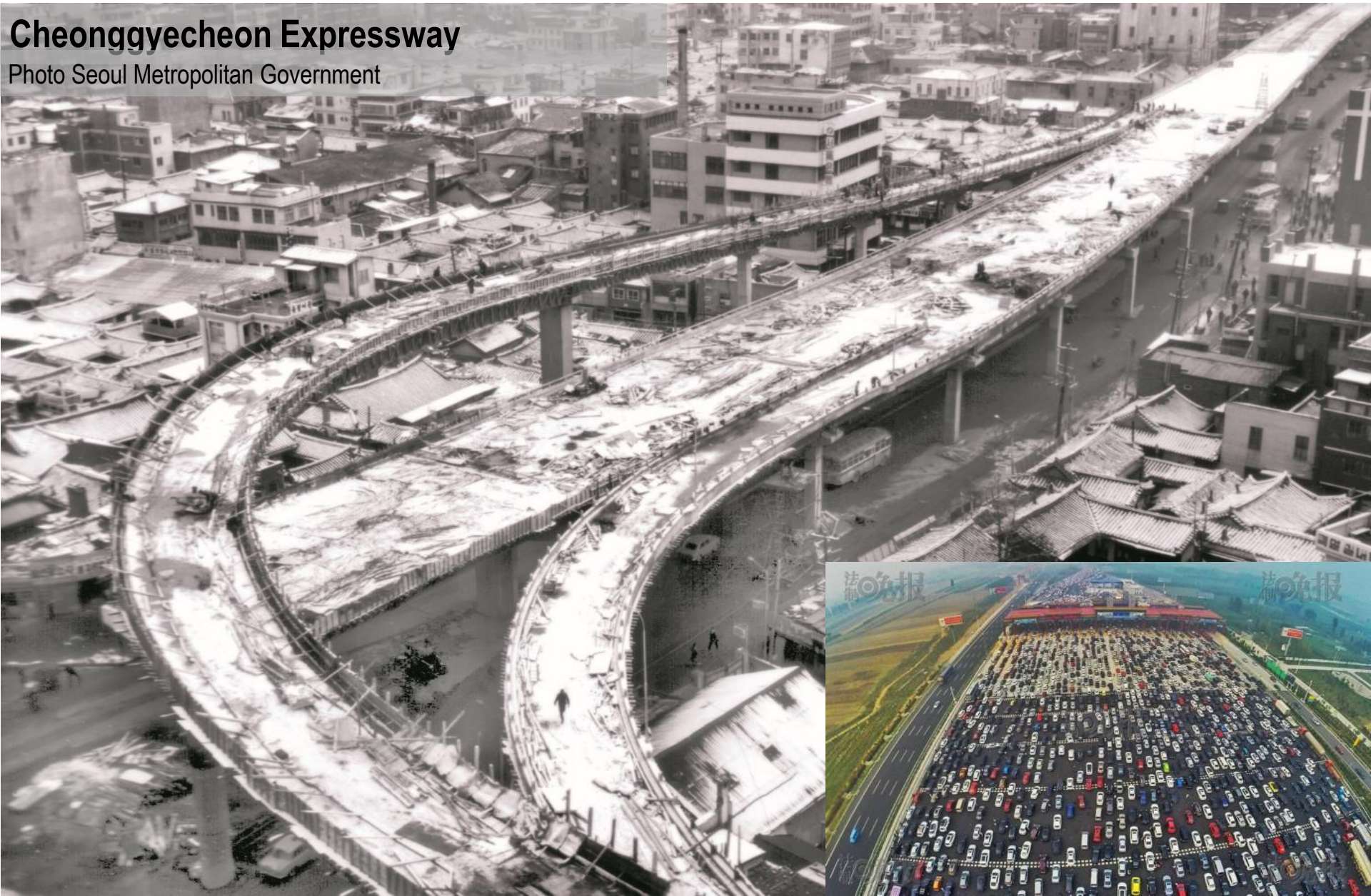
RESHAPING CITIES
BY PUBLIC TRANSPORTATION
METRO & TRAIN, URBAN RENEWAL, PUBLIC SPACE

Les projets dans les 16 CDT
signés ou validés

CDT signés ou validés

Autres CDT

Projets d'aménagement

Projets mentionnés dans les CDT
et situés dans un quartier de gare GPE

Autres projets mentionnés dans les CDT

Autres projets d'aménagement

Réseaux de transport en commun

Projet Grand Paris Express

Autres projets de transport en commun

Réseau ferré voyageur existant

Quartier gare du GPE (800 m)

Quartier gare du réseau ferré dans les CDT (800 m)

N
0   5 km

© IAU îdF 2015
sources : IAU îdF

REINVENTING YOUR CITY

TEMPORARY URBANISM, CALL FOR INNOVATIVE PROJECTS

METROPOLITAN HERITAGE ?

METROPOLITAN LAND STRUCTURE

THE DNA OF THE METROPOLIS

METROPOLITAN CO-VISIBILITY
LANDSCAPING BELVEDERES, MILITARY FORT ALIGNMENTS

CULTURE & LEASURE
AS DEVELOPMENT STRATEGY
Museums, historical urban areas, Amusement parks

NATURE COMES BACK INTO CITIES

CITY COOLING, FLOODING RISK REDUCTION, BIODIVERSITY, QUALITY OF LIFE

Photo P. Lecroart IAU îdF

DIGITAL TRANSFORMATION OF CITIES

NEW ECONOMY, NEW MOBILITY, NEW MANAGEMENT OF GRIDS, NEW RELATION TO CITIZENS
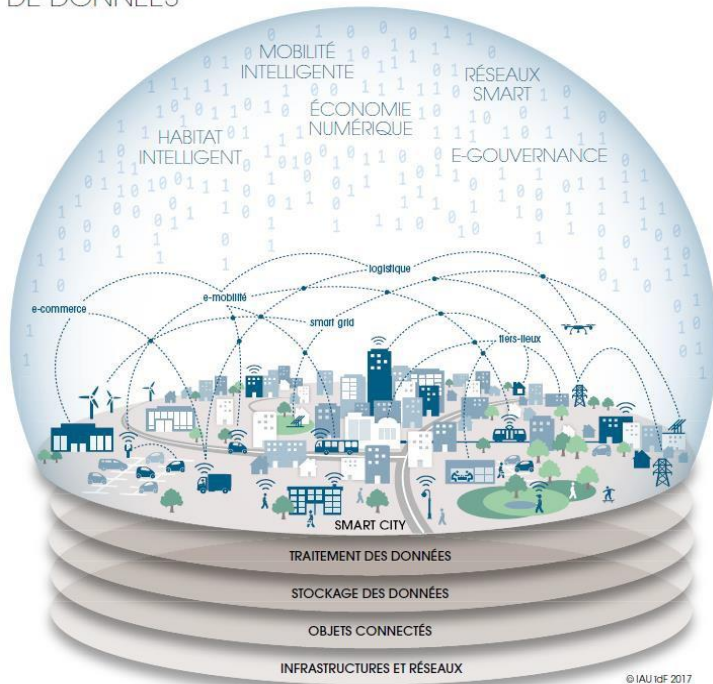
SMART CITY, SMART REGION, SMART NATION

AMSTERDAM, BARCELONE, SINGAPOUR, VIENNE, BOSTON, HELSINKI, TORONTO, PARIS

Smart Parking

Shared vehicules

Traffic management

Public transport

E-charge Spots

Infrastructures

Clean energy

Smart Building

Solid waste management

Environnement protection

Environmental performance

Public participation

e-gouvernement

Urbanism

Education

Digital economy (fab lab, coworking,

Blockchain

5G

Internet (speed)

Wifi

Smartphone

Quality of life

Urban services

Cybersecurity

NEW DIGITAL CITY MANAGEMENT?
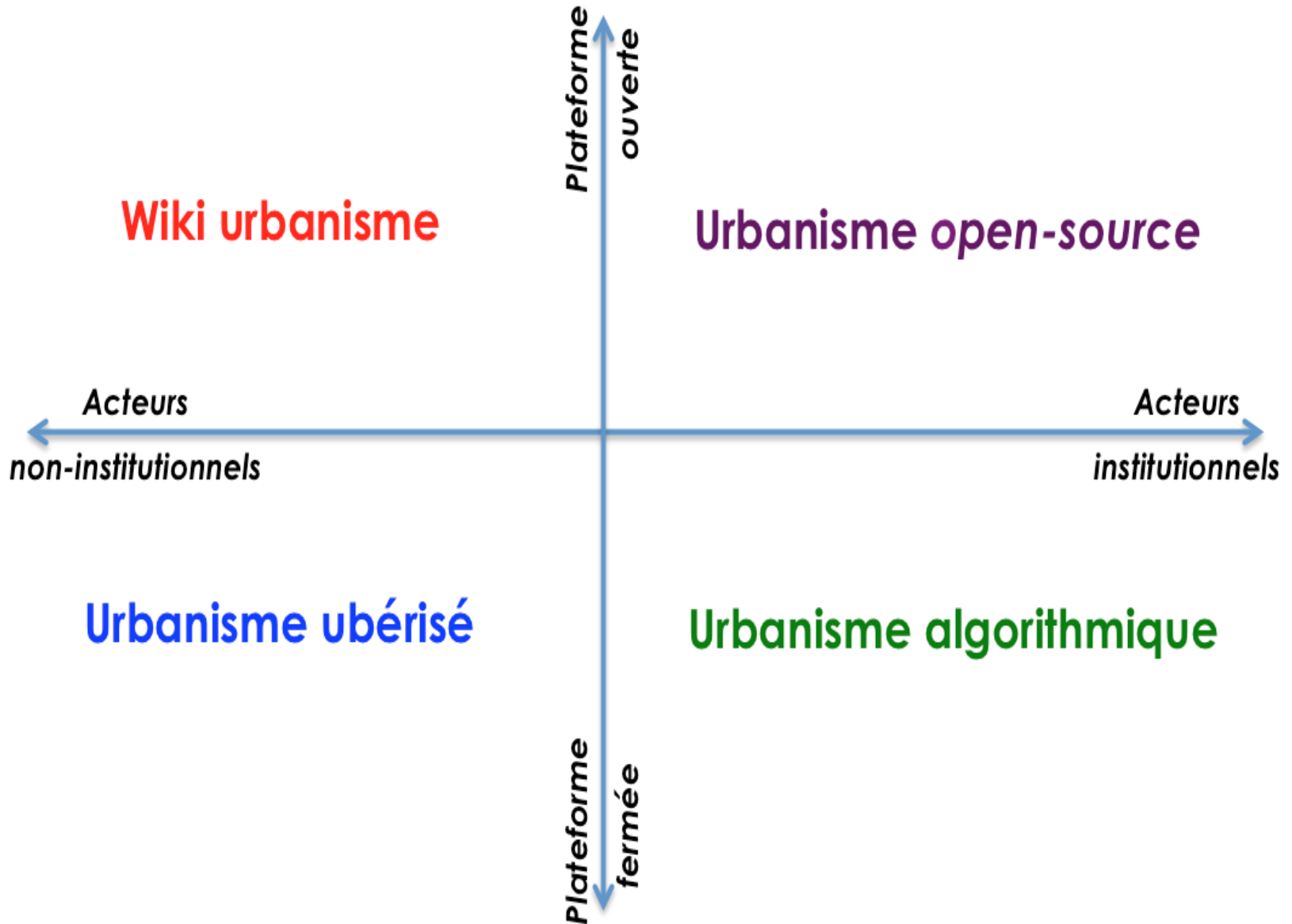
MONITORING CITIES

AGILITY

© IAU idF 2016
Sources : IAU idF
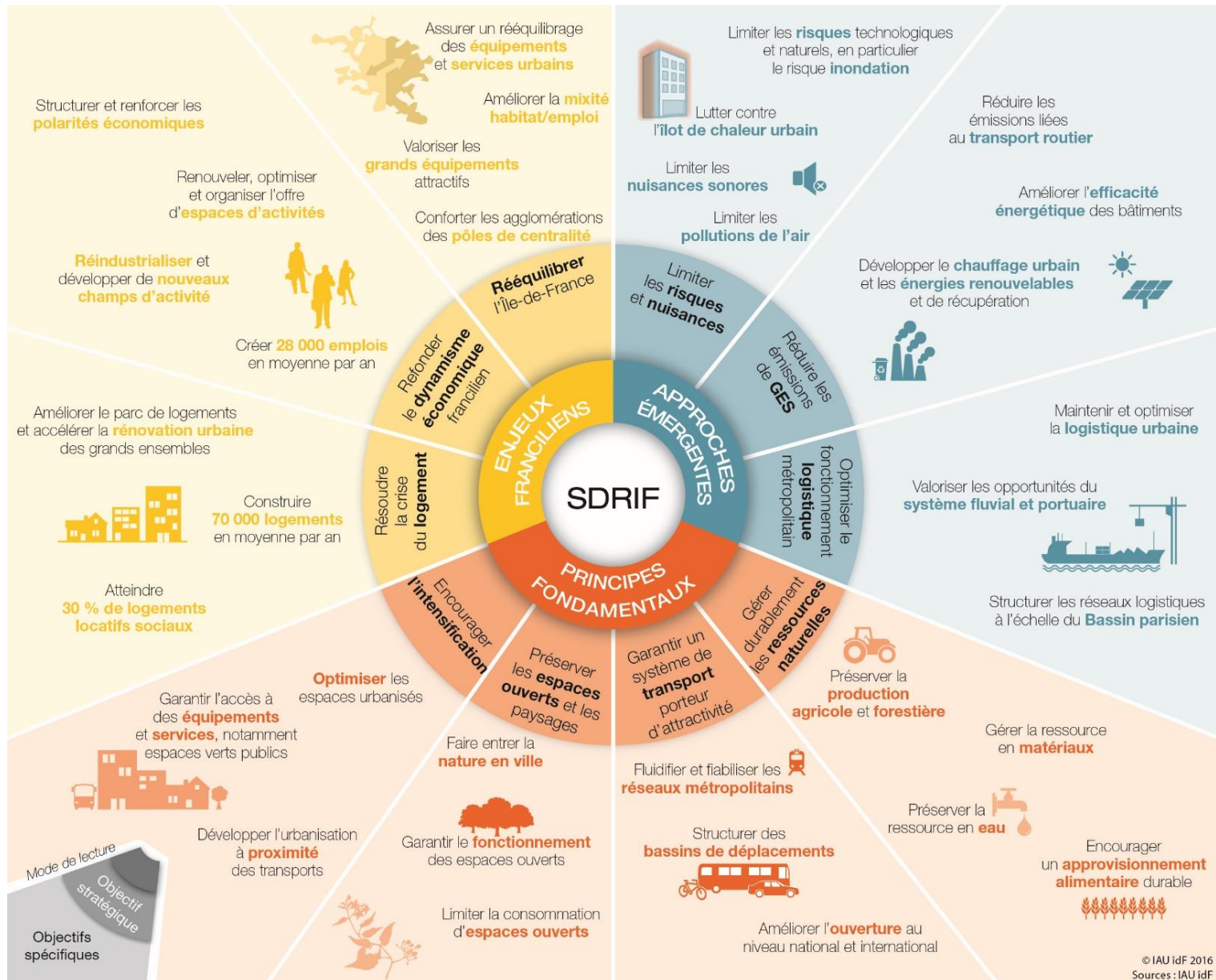
TERRITORIAL PLANNING AGENCIES

MULTI DISCIPLINARY PLATFORMS - CONFIDENCE PARTNER

TERRITORIAL POLICIES AND STRATEGIES

PERMANENT OBSERVATORY

THINK TANK OF DEVELOPPEMENT

URBAN LAB'

RESOURCE CENTER OPEN TO THE PUBLIC

INTERNATIONAL NETWORKING

RÉSEAUX PROFESSIONNELS

100 RESILIENT CITIES
100 villes engagées dans une stratégie de résilience

INTA
Association internationale du développement urbain

MTPA
Réseau des agences de planification métropolitaines et territoriales

ICLEI
Réseau international des initiatives locales pour l'environnement

METREX
Réseau des métropoles d'Europe

ISOCARP
Association internationale des urbanistes

UN HABITAT
Programme des Nations unies œuvrant à un meilleur avenir urbain par le biais du «Nouvel agenda urbain»

BAILLEURS INTERNATIONAUX

BANQUE MONDIALE
Institution financière internationale qui accorde des prêts à effet de levier à des pays en développement

BANQUE AFRICAINE DE DÉVELOPPEMENT
Pour les états africains

JICA
Agence de coopération internationale du Japon

BANQUE ASIATIQUE DE DÉVELOPPEMENT
Pour les pays d'Asie et du Pacifique

AFD
Agence française de développement

BANQUE ISLAMIQUE DE DÉVELOPPEMENT
Pour les pays musulmans et les communautés musulmanes

RÉSEAUX RÉGIONAUX

CITYNET
Réseau des grandes villes d'Asie-Pacifique

METREX
Réseau des métropoles d'Europe

EUROCITIES
Réseaux de villes européennes

RAMA
Réseau des villes d'Amérique latine

CCRE
Comité des collectivités et régions d'Europe

RÉSEAUX INSTITUTIONNELS

C40
Réseau des grandes villes mondiales leaders sur le climat

CCRE
Comité des collectivités et régions d'Europe

MÉTROPOLIS
Association des métropoles mondiales, branche du CGLU

EUROCITIES
Réseaux de villes européennes

CGLU/UCLG
Cités et gouvernements locaux unis (240 000 membres)

RÉSEAUX D'ENTREPRISES PRIVÉES

BLOOMBERG PHILANTHROPIES
Fondation privée au service de l'innovation dans les villes

FONDATION ROCKEFELLER
Fondation caritative privée pour «promouvoir le bien-être de l'humanité dans le monde»

FONDATION FORD
Fondation privée avec la mission de promouvoir l'amélioration du bien-être humain, (programme «Just Cities and Regions»)

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Source : L'Institut Paris Region

L'INSTITUT PARIS REGION

THANK YOU

metropolis ●

Annex C: *ADAPT. Five urgent global issues and implications.* **PwC, October 2019**

ADAPT

Five urgent global issues and implications

October 2019

Introduction

In 2013, PwC identified the **Megatrends** and they have transformed our world even faster than we predicted. We believe this is due to the interaction between the trends which has turbocharged the speed and pervasiveness of change.

This paper takes the **Megatrends** as a given and is focused on the second order effects they are causing which have an immediate impact on decision making today.

A	D	A	P	T
Asymmetry	**Disruption**	**Age**	**Populism**	**Trust**
Increasing wealth disparity and the erosion of the middle class.	The speed, scale and pervasive nature of technological advances.	Demographic pressure on business, social institutions and economies.	Breakdown in global consensus and a fracturing world, with growing nationalism.	Declining confidence in the institutions that underpin society.

Many of the implications identified in the ADAPT framework overlap; this is to be expected because the five issues form a mutually-reinforcing system. We are talking about intersections, collisions and magnifiers.

While you could interrogate ADAPT and emerge feeling overwhelmed, we see huge opportunities in these challenges. Not least, the opportunity to reframe the way you see the world and take action to drive towards a positive outcome for yourself, your organisation and the society of which you are a part.

We hope you are similarly inspired by the potential, and that you will join us in acting upon it.

The Global Strategy and Leadership Team, PwC

Asymmetry

Increasing wealth disparity and the erosion of the middle class

Global wealth disparity has reached such a significant level that 50% of the world's wealth is now held by 1% of the population[1]. Within this, there is a significant concentration in circa 2,000 individuals with more than $1bn[1] and the number of billionaires continues to rise – particularly in Asia – and this is a trend we expect to continue.

At the same time we are experiencing an erosion of the middle class in both developed and developing economies, driven predominantly by two trends: technology replacing jobs and a lack of investment in innovation to create new jobs.

The middle class is growing faster than its wealth: adult population in this group is predicted to grow by 22.2% by 2022, while its wealth only increased by 20.4%[2].

Implications:

- Disparities in opportunity will grow, with a likely decline in social mobility.
- Regional disadvantage is at risk of getting larger (within and between countries).
- Traditional sources of money will decline.
- The number and relative importance of private businesses will increase.
- Combined with disruption, capital markets will decline in importance.
- Technological capability will create greater disparity.
- The tax base will shrink and there will be increased demands on welfare.
- Society and governments will increase scrutiny on compensation practices.
- Governments are likely to invest in job-creating industries and position State Owned Enterprises for job growth.
- Consumption will bifurcate between luxury and low-end.

Global personal wealth by income

Households in the 75th to 85th percentile were scarcely better off economically in 2008 than they had been 20 years before.
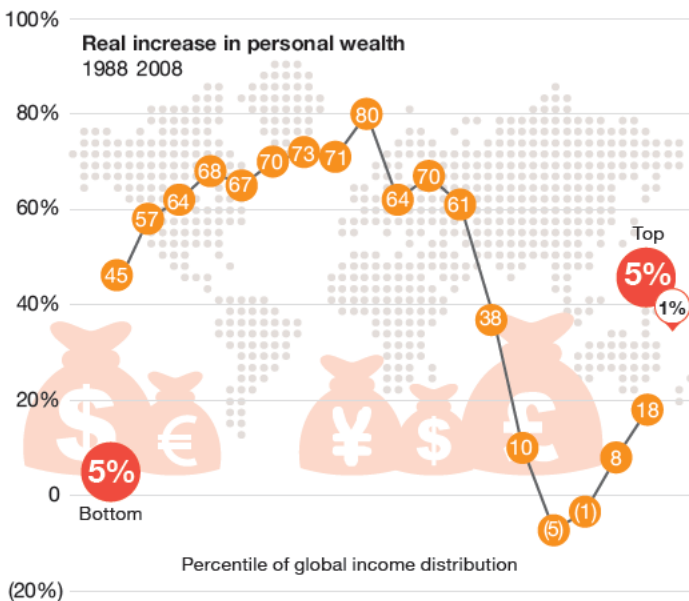
Source: Branko Milanovic, 'Global Income Inequality by the Numbers: In History and Now', World Bank, Policy Research Working Paper 6259, Nov. 2012, http://documents.worldbank.org/curated/en/959251468176687085/pdf/wps6259.pdf; data points interpreted from Figure 4.

[1] Credit Suisse Global Wealth Databook 2017

[2] Credit Suisse Global Wealth Databook 2017 (middle class is defined as a wealth segment of $10K-100K)

The global wealth pyramid
2018

Wealth range	Number of adults (percent of world adults)	Total wealth (% of world)
> USD 1 million	42 m (0.8%)	USD 142.0 tm (44.8%)
USD 100,000 to 1 million	436 m (8.7%)	USD 124.7 tm (39.3%)
USD 10,000 to 100,000	1,335 m (26.6%)	USD 44.2 tm (13.9%)
< USD 10,000	3,211 m (63.9%)	USD 6.2 tm (1.9%)
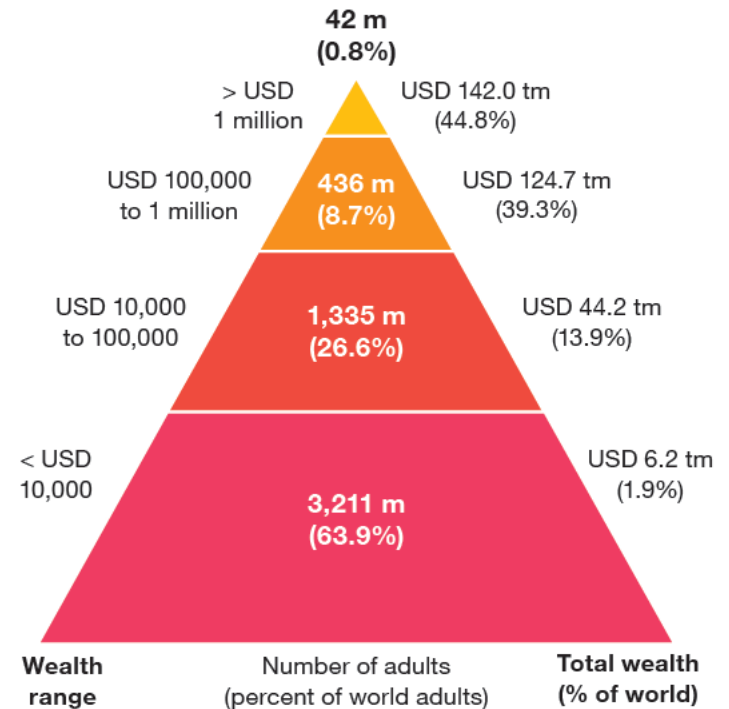
Source: James Davies, Rodrigo Lluberas and Anthony Shorrocks, Credit Suisse Global Wealth Databook 2018

Disruption

The speed, scale and pervasive nature of technological advances

The proliferation and impact of breakthrough technologies – ranging from artificial intelligence and robotics to augmented reality and blockchain – are occurring, and at a faster rate than ever anticipated. Moreover, these new technologies are leading to the creation of new business models, especially for startups unencumbered by the infrastructure of the previous century. Once new business models are developed, they are often applied across industries, leading to the blurring of traditional boundaries (e.g. Amazon, Tencent).

As new, technology-driven models transform industries, capital replaces people and we estimate 30% of UK jobs, 38% of US jobs, 35% of German jobs and 21% of Japanese jobs could be at risk of automation by the early 2030s[1].

The social and political implications of this transformation are as vast as the business implications for industry incumbents: economies literally will not be able to afford themselves as tax bases erode and the jobless can no longer consume goods without some form of income.

Implications:

- Changing market dynamics and continuous adaptation of business models.
- Digital transformation and speed of execution will be a survival requirement for most organisations.
- Organisations will fail as they are disrupted by others.
- Massive loss of work and transformation of work will lead to regional shifts as industry sectors are disrupted.
- Localisation of business will be a likely response to job losses.
- There will be a continuous change in the relationship between people and technology.
- Technology capital will increasingly be a differentiator.
- Institutions will struggle to evolve and be at risk of failing.

Growth in average wages and labour productivity in developed economies

(index: 1999=100)
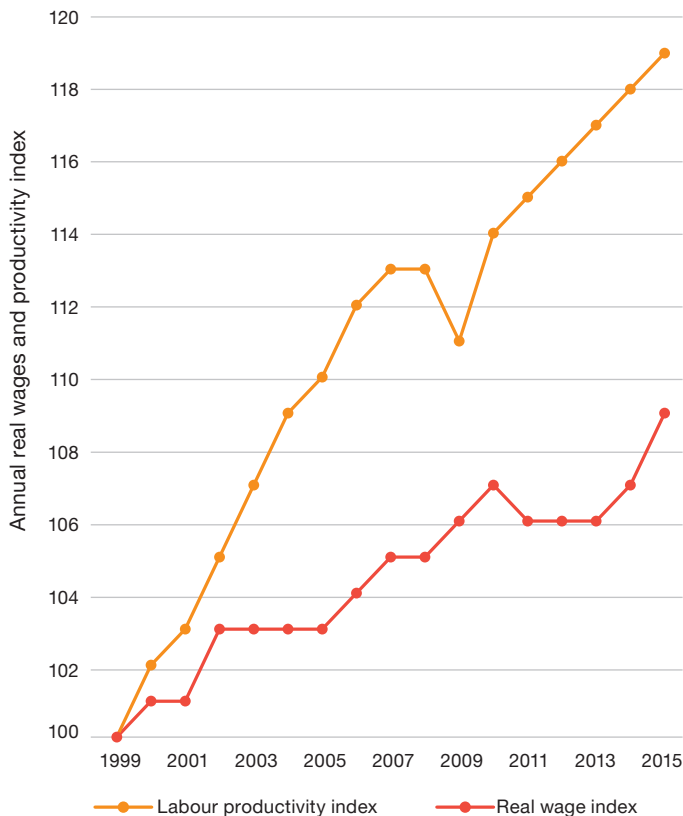
Source: ILO Productivity vs Real Wages

Potential job automation rates by education level across waves

% of existing jobs at potential risk of automation

Low education   Medium education   High education
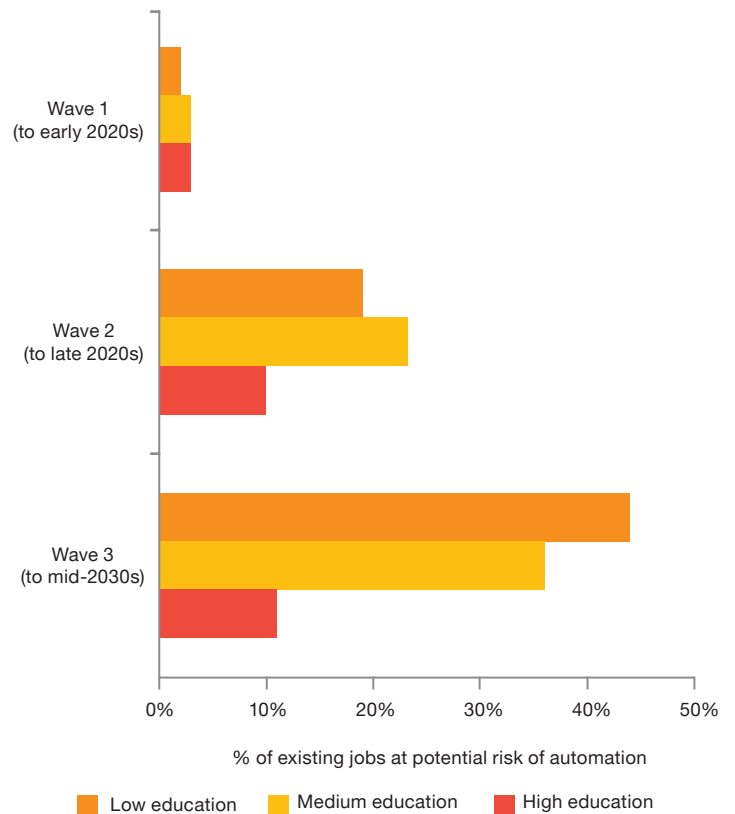
Source: PwC estimates based on analysis of OECD PIAAC data

[1] PwC UK Economic Outlook March 2017

Age

Demographic pressure on business, social institutions and economies

The global population is on track to reach 8.5 billion before 2030, and the average age is increasing[1]. There will be stark contrasts in the challenges faced by older versus younger nations: the average age in Japan will be 53, while in Nigeria it will be 22[1].

In the aging economies, older workers will need to work longer and learn new skills to remain relevant. Moreover, governments may seek to supplement the workforce with migrant populations and, in some cases, higher participation by women. At the same time, the numbers of the very old will increase too, putting a strain on healthcare, pensions, entitlement programmes and public debt.

In younger economies, governments will be faced with chronically high youth unemployment – no matter what level of education has been achieved by these individuals – and, if unsuccessful in addressing these issues, they may face increasing social unrest.

Implications:

- Needs and consumption patterns will shift significantly
- There will be a capacity mismatch across countries (infrastructure, investment, organisational capability and people).
- Dramatic job creation will be needed in countries with younger populations.
- People will not be able to afford to retire and will be a significant drain on the system.
- Managing new welfare programmes in conjunction with an erosion of the tax base will put increasing pressure on governments.
- Consumption-based sectors will experience a slowdown in countries with older populations.

Young children and older people as percentage of global population

1950-2050
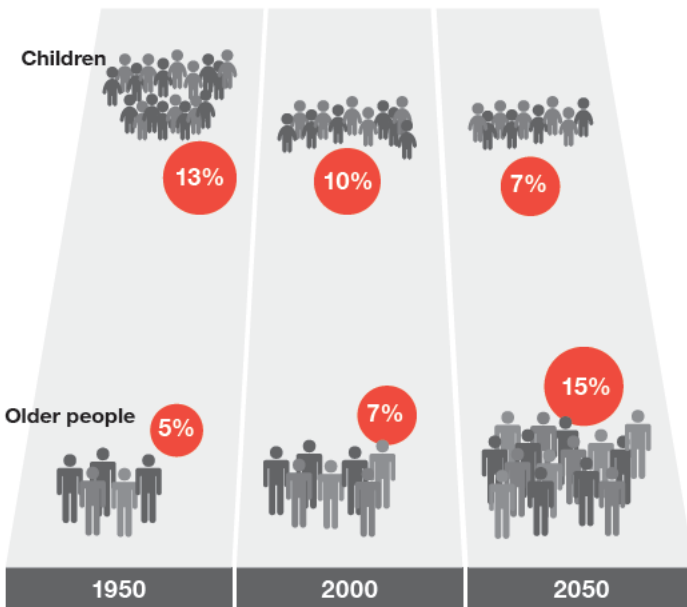
Source: From World Population Prospects 2017, by the Population Division, © 2018 United Nations. Used with the permission of the United Nations.

[1] The World Population Prospects: The 2017 Revision, Produced by the UN Department of Economic and Social Affairs

Unemployment, youth total (% of total labour force ages 15-24) (modelled ILO estimate)

2019

World 13.2%
Northern America 8.7%
EU 17.3%
East Asia & Pacific 10.2%
ME & Northern Africa 28.2%
Latin America & the Caribbean 17.3%
Sub-Saharan Africa 13.9%
South Asia 10.5%
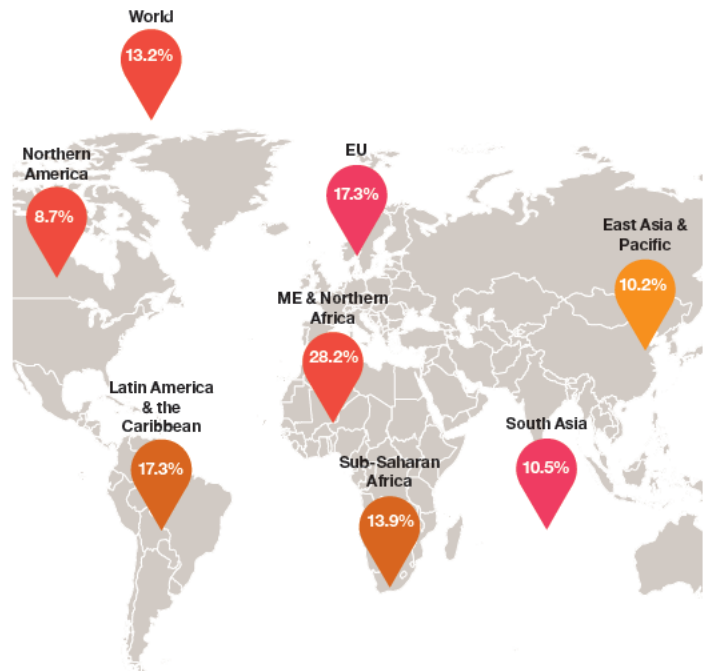
Source: ILO modelled estimates, January 2019

Populism

Breakdown in global consensus and a fracturing world, with growing nationalism

Economic growth has become disconnected from social progress leading many people to re-examine long-standing assumptions relating to their country's role in the world.

As people have become disillusioned, the impacts of globalisation, automation and economic shifts have led to a rise in populism. This has typically manifested itself as an opposition of a self-defined 'common people' against the elites they believe are in control of national and international governance and commerce.

In this environment, a new nationalism is taking hold, with many countries prioritising their own interests. One manifestation is in corporate tax reduction, with countries increasingly competing to lure back corporations. At the same time, changes in bilateral trade agreements – including the imposition of protectionist tariffs – will cause companies to re-think their manufacturing practices. Many governments are restricting immigration and access to work visas and increasing data-localisation requirements. Overall, there is a growing tension in cross-border business.

Implications:

- International organisations will find it harder to be effective as consensus is more difficult to build.
- People's local concerns will become more acute and crowd out other issues.
- Political decisions will become increasingly parochial.
- Societal polarisation will become more extreme.
- Countries will compete for capital and talent.
- There will be an increase in international conflict, insecurity and immigration.
- Deep embeddedness in key countries will be important for all global businesses.

Protectionism by the G20

Number of discriminatory interventions implemented Nov 2008 – Jun 2017

United States 1,198
India 729
Russia 604
Argentina 473
Germany 353
Brazil 350
United Kingdom 348
Italy 317
France 298
Japan 281
Indonesia 280
China 265
Saudi Arabia 208
Turkey 190
Australia 164
South Africa 160
Canada 150
South Korea 145
Mexico 121

Economy
Security
Trade

Number of discriminatory interventions implemented Nov 2008 – Jun 2017

Source: The 21st Global Trade Alert Report, Centre for Economic Policy Research

Average annual net migration by region

1980-2015 (millions)

North America
Europe
Oceania
Latin America and Caribbean
Africa
Asia
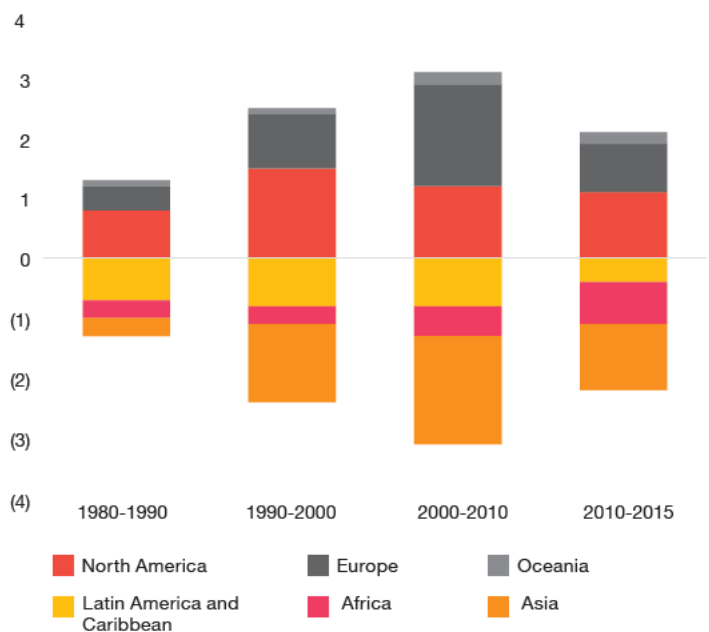
Source: UN, World Population Prospects: The 2017 Revision

Trust

Declining confidence in the institutions that underpin society

The erosion of trust in institutions began years ago as organisations and governments grew larger and became increasingly detached from the societies they represent. This trend accelerated with the financial crisis.

The general population's trust in institutions improved slightly between 2018 and 2019 based on the 26 countries surveyed by Edelman, but it's fair to say that trust is still a rare commodity.

At first, technology appeared to offer a way to build trust: large, impersonal institutions could offer something close to a personalised service or a way to interact through peer-to-peer platforms. However, as we learn more about the implications of technology, trust is increasingly eroding. Data security breaches, the manipulation of social media and the spread of fake news are all leading individuals to question the organisations responsible.

If governments, businesses and institutions can't find a way to rebuild trust, they will struggle to drive the level of change needed in such a dynamically changing world.

Implications:

- Institutions will continue to be devalued and suffer the corrosive effects of corruption.
- Concerns about personal and digital security will increase.
- The rise of tribalism and distrust of those outside own identity group will continue.
- Rising scepticism will make it harder to drive meaningful change.
- The growing debate over truth, alongside a lack of understanding of the real impact of social media on societal trust, will cause increased opportunities for misinformation.
- Governments will increase regulations to keep data in territory.
- New, technology-based institutions will be created, many based on a peer-to-peer model.

Trust index: average trust in institutions (government, business, NGO and media)

Trust (60-100)

Neutral (50-59)

Distrust (1-49)

2018 General population		2019 General population	
49	Global 26	52	Global 26
74	China	79	China
71	Indonesia	73	Indonesia
68	India	72	India
66	UAE	71	UAE
58	Singapore	62	Singapore
54	Mexico	59	Malaysia
54	The Netherlands	58	Mexico
53	Malaysia	56	Canada
49	Canada	55	Hong Kong
47	Argentina	54	The Netherlands
47	Colombia	52	Colombia
47	Spain	49	U.S.
46	Turkey	48	Australia
45	Hong Kong	46	Argentina
44	Brazil	46	Brazil
44	S. Korea	46	Italy
43	Italy	46	S. Korea
43	U.S.	45	S.Africa
41	Germany	45	Turkey
40	Australia	44	France
40	France	44	Germany
39	U.K.	43	U.K.
38	Ireland	42	Ireland
38	S.Africa	40	Spain
37	Japan	39	Japan
36	Russia	29	Russia

Source: 2019 Edelman Trust Barometer

Proportion of people worried about false information or fake news as a weapon

Germany passes a law that fines social media companies for failing to delete fake news

Canadian Conservative leader's campaign manager roots out enemies using fake news

Pope criticises spread of fake news

Singapore announces plans to introduce laws designed to fight fake news

Fake news disrupts elections in South Africa

Percent who worry about false information or fake news being used as a weapon

55-60	61-65	66-70
France Sweden Netherlands	Canada Ireland Japan Germany	Italy Singapore S. Africa UAE U.K. Australia Hong Kong Poland Turkey

71-75	76-80
Brazil India Colombia Malaysia S. Korea U.S. China Russia	Mexico Argentina Spain Indonasia
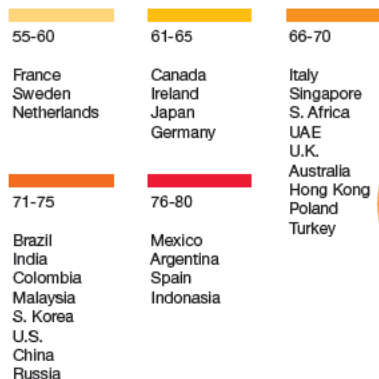
Nearly **7** in **10** worry about false information or fake news being used as a weapon

Source: 2018 Edelman Trust Barometer

Some immediate challenges facing nations, organisations and people as a result of ADAPT

Element of ADAPT	Example of immediate challenges at different levels of analysis		
	Nations	**Organisations**	**People**
Asymmetry	Growing wealth disparities and erosion of the middle class	Erosion of traditional customer base	**Wealthy:** rethinking their role in society **Everyone else:** their own and their children's future
Disruption	Redesigning in institutions to remain relevant to citizens	Digital transformation	Remaining relevant with up to date skills
Age: Older countries	Greater welfare demands and an eroding tax base	Changing customer needs	Growing old with insufficient resources for a longer life coupled with a higher cost of living
Age: Younger countries	Massive job creation in a world of shrinking jobs	Creating work and meeting the needs of young adults	Finding work
Populism	Foreign policy and finding common ground in a fractured world	Being deeply local while creating global synergies	Loss of identity
Trust	Providing security for citizens and re-establishing trust in government, business and society at large	Re-establishing trust in business in a world with increasing public: scrutiny and transparency	Personal safety, privacy and discerning truth
All aspects of ADAPT together	Building a thriving sustainable, inclusive society fast	Reimagining the business model	Rethinking what it means to be human

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Annex D: Consolidated timeline

● **1976**   MAY   HABITAT I   VANCOUVER

● **1984**   1ST METROPOLIS WORLD CONGRESS

● **1985**   APRIL   METROPOLIS CONSTITUENT CONGRESS (14 members)   MONTREAL
                                 Abidjan, Addis Ababa, Colombo, London, Tokyo, NY, LA, IDF,
                                 Montreal, BCN, Mexico (state), Cairo, Buenos Aires, Turin

● **1987**   JAN.   2ND METROPOLIS WORLD CONGRESS   MEXICO CITY
                                 "A Better Life for All in Metropolises"

● **1990**   JAN.   METROPOLIS ANNUAL MEETING   LOS ANGELES

         SEPT.   ICLEI CREATION   BONN

         OCT.   3RD METROPOLIS WORLD CONGRESS   MELBOURNE
                                 "Metropolises in Ascendancy"

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From here on Metropolis articulates its Technical Commissions,
which present their results every triennial congress

● **1992** JUNE   EARTH SUMMIT   RIO DE JANEIRO

UN Conference on Environment and Development (UNCED)
Rio Declaration
United Nations Framework Convention on Climate Change (UNFCCC)

● **1993** JAN.   4TH METROPOLIS WORLD CONGRESS   MONTREAL

"Citizens and Sustainable Development"
Metropolis creates its Technical Assistance Scheme

● **1996** JAN.   5TH METROPOLIS WORLD CONGRESS   TOKYO

"Metropolis for the People: Seeking a Solidarity among World Citizens"

JUNE   UN-HABITAT II   ISTANBUL

"City Summit"
Metropolis takes part in it and proposes the establishment of
the World Association of Cities and Local Authorities
Coordination (WACLAC)

JULY   1ST WORLD ASSEMBLY OF CITIES AND LOCAL AUTHORITIES   ISTANBUL

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1996   METROPOLIS INTERNATIONAL INSTITUTE (MII) CREATION   MONTREAL

Establishment of 3 Antennas Network: Seoul-Mashhad-Cairo

1997   DEC.   KYOTO PROTOCOL

1999   MARCH   6TH METROPOLIS WORLD CONGRESS   BARCELONA

"A Network of Cities for World Citizens"

2000   JAN.   METROPOLIS' REGIONAL SECRETARIES CREATION

JAN.   UN ADVISORY COMMITTEE ON LOCAL AUTHORITIES INAUGURATION   VENICE

2001   JUNE   UN GENERAL ASSEMBLY 25TH SPECIAL SESSION - ISTANBUL+5   NEW YORK

Joan Clos (Metropolis and WACLAC's president) presents
WACLAC's collectives input

UN-HABITAT CREATES THE WORLD URBAN FORUM (WUF)

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2002   7TH METROPOLIS WORLD CONGRESS   SEOUL
                    "Metropolitan Governance in the New Millennium"
                    1ST METROPOLIS AWARDS

     APRIL   WUF1   NAIROBI
                    "Sustainable Urbanization"

2004   JAN.   UCLG CREATION   PARIS

           MAY   1ST UCLG WOLRD CONGRESS   PARIS
                    "Cities, Local Governments: The Future for Development"

           SEPT. WUF 2   BARCELONA
                    "Cities: Crossroads of Cultures, Inclusiveness and Integration"

2005   MAY   8TH METROPOLIS WORLD CONGRESS   BERLIN
                    "Tradition and Transformation. The Future of the City"
                    METROPOLIS WOMEN INTERNATIONAL NETWORK CREATION
                    2ND METROPOLIS AWARDS

           OCT.   C40 CREATION   PARIS

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● **2006** JUNE WUF 3 VANCOUVER

"Our Future: Sustainable Cities – Turning Ideas into Action"

● **2007** OCT. 2ND UCLG WORLD CONGRESS JEJU

"Changing Cities Are Driving Our World"

DEC. 1ST METROPOLIS WOMEN INTL NETWORK'S WORLD FORUM BRUSSELS

"Dynamic Cities Need Women"

● **2008** OCT 9TH METROPOLIS WORLD CONGRESS SYDNEY

"Connecting Cities Sydney" Sydney
3RD METROPOLIS AWARDS
Cooperation Agreement METROPOLIS- UCLG ASPAC

NOV. WUF4 NANJING

"Harmonious Urbanization: The Challenges of Balanced Territorial Development"

● **2009** OCT. 2ND METROPOLIS WOMEN INTL NETWORK WORLD FORUM SEOUL

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"Dynamic Cities Need Women: Visions and Challenges for a Women-Friendly City"

2010   MARCH   WUF5   RIO DE JANEIRO

"The Right to the City: Bridging the Urban Divide"

OCT.   GLOBAL FUNDS FOR CITIES DEVELOPMENT (FMDV)   BARCELONA

NOV.   3RD UCLG WORLD CONGRESS   MEXICO C.

"Global Crises, Local Impacts: The City of 2030"

2011   NOV.   10TH METROPOLIS WORLD CONGRESS   PORTO ALEGRE

"Cities in Transition"
4TH METROPOLIS AWARDS
APPROVAL METROPOLIS INITIATIVES

2012   METROPOLIS INTERNATIONAL TRAINING INSTITUTE (MITI) CREATION
From MII to MITI, the headquarters move to SEOUL

METROPOLIS BOARD OF DIRECTORS MEETING   GUANGZHOU

"Innovation towards a Better Future"

URBAN INNOVATION PROGRAM LAUNCH

1ST GUANGZHOU INTERNATIONAL AWARD FOR URBAN INNOVATION   **GUANGZHOU**

JUNE   RIO EARCH SUMMIT (RIO+20)   RIO DE JANEIRO
UN Conference on Sustainable Development

SEPT.   WUF6   NAPLES
"The Urban Future"

2013

METROPOLIS ANNUAL MEETING   **JOHANNESBURG**
"Caring Cities"

100 RESILIENT CITIES CREATION

SEPT.   **3ND METROPOLIS WOMEN INTL NETWORK WORLD FORUM**   **ABIDJAN**
"Dynamic Cities Need Women: Women and Armed Conflict"

GLOBAL TASFORCE OF LOCAL AND REGIONAL GOVERNMENTS CREATION

OCT.   **4TH UCLG WORLD CONGRESS**   **RABAT**
"Imagine Society, Build Democracy"

2014
APRIL   WUF7   MEDELLIN
"Urban Equity in Development – Cities for Life"

2ND GUANGZHOU INTERNATIONAL AWARD FOR URBAN INNOVATION   **GUANGZHOU**

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METROPOLIS INTERNATIONAL TRAINING INSTITITE (MITI) LAUNCH   SEOUL
Headquarters in Seoul
Regional centers in: Cairo, Mashhad, Mexico City, Paris
and Île-de-France.

OCT.   11TH METROPOLIS WORLD CONGRESS   HYDERABAD
"Cities for All"
5TH METROPOLIS AWARDS *"Seeking Better Quality of Life for
the World's Metropolises"*
OFFICIAL METROPOLIS YOUTH LAUNCH
'VOICE OF THE MAYORS' LAUNCH
OFFICIAL POLICY TRANSFER PLATFROM (PTP) LAUNCH
REVIEW OF NEW STATUTES
METROPOLIS WOMEN INTERNATIONAL NETWORK's → President becomes a member
of the BOARD OF DIRECTORS

2015   MARCH   SENDAI FRAMEWORK FOR DISASTER RISK REDUCTION (2015-2030)

MAY METROPOLIS ANNUAL MEETING   BUENOS AIRES
"Live the City"
APPROVAL OF ACTION PLAN REVISION to incorporate the
Gender Mainstreaming Perspective for the first time

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SEPT. 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

OCT. MONTREAL DECLARATION OF METROPOLITAN AREAS MONTREAL

NOV. COP21 – PARIS AGREEMENT PARIS

● **2016** MAY PREPCITY 3 PROCESS – PRINCIPLES FOR BETTER CITIES

JULY METROPOLIS WOMEN INTERNATIONAL NETWORK MOVES
TOWARDS A GENDER MAINSTREAMING STRATEGY

OCT. HABITAT III – NEW URBAN AGENDA (NUA) QUITO
"Conference on Housing and Sustainable Urban Development"

OCT 5TH UCLG WORLD CONGRESS BOGOTÁ

NOV. PARIS AGREEMENT ENTRY INTO FORCE

NOV. METROPOLIS OBSERVATORY PROJECT LAUNCH

NOV. 1ST ISSUE PAPER PUBLICATION
"Metropolitan Trends in the World"

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3RD GUANGZHOU INTERNATIONAL AWARD FOR URBAN INNOVATION   GUANGZHOU

● **2017**   JUNE   12TH METROPOLIS WORLD CONGRESS   MONTREAL
                              "Global Challenges: Major Cities in Action"
                        FROM INITIATIVES TO PILOT PROJECTS (effective in 2018)

● **2018**   FEB.   WUF9   KUALA LUMPUR
                              "Cities 2030, Cities for All"

             AUG.   METROPOLIS ANNUAL MEETING   GAUTENG
                              "Inclusive Metropolitan Cities and City-Regions"
                        POLITICAL DEBATE ON METROPOLIS BOARD MEMBERS

             4TH GUANGZHOU INTERNATIONAL AWARD FOR URBAN INNOVATION   GUANGZHOU

             OCT.   WORLD METROPOLITAN DAY

● **2019**   APRIL   FROM PTP TO URBAN SUSTAINABLE EXCHANGE (USE) PLATFORM

             METROPOILTAN GOVERNANCE OF THE ENERGY TRANSITION (MGET)

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EU DG DEVCO FUNDING

JULY — METROPOLITAN INDICATORS LAUNCH (METROPOLIS OBSERVATORY)

OCT. — WORLD METROPOLITAN DAY

NOV. 6TH UCLG WORLD CONGRESS & WORLD SUMMIT OF LOCAL — DURBAN
AND REGIONAL LEADERS
"Cities are Listening"

● **2020** — OCT. 13TH METROPOLIS WORLD CONGRESS — GUANGZHOU
5TH GUANGZHOU INTERNATIONAL AWARD FOR URBAN INNOVATION

FEB. WUF10 — ABU DHABI
"Cities of Opportunities – Connecting Culture and Innovation"

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Annex E: Results of the questionnaire

Some key experts who didn't attend the Strategic meeting were asked to reply a short questionnaire about Metropolis.

We received the responses of five experts:

Eugene Zapata Garesché, Director Latin America and Caribbean, 100 Resilient Cities, The Rockefeller Foundation

Guangzhou - Regional Secretary of Asia-Pacific, Liu Baochun (Regional secretary)

Selahattin Yildirim, Advisor to the Mayor of Istanbul

Sithole Mbanga, CEO South African Cities Network (SACN) and Deputy Secretary-General of United Cities and Local Governments of Africa (UCLG Africa)

Yao Yi, Professor, Deputy Director, Guangzhou Academy of Social Sciences (GZASS)

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1. Which are the new global trends and developments to be included in Metropolis discourse/strategy and work plan?

The 2030 Sustainable Development Agenda and the New Urban Agenda.

Advocacy Urban Innovation.

Emergence of larger metropolitan areas like the Guangdong-Hong Kong-Macau Greater Bay Area

In a recent report AT Kearney identified 5 global trends that will reshape the world faster than we think. I suggest Metropolis looks into these topics and see how it can bring state-of-the art knowledge and strategy for metropolises around these issues:

A. Cash-less society (towards the end of coins and paper money)

B. Great battery revolution (the new frontiers of energy)

C. Resilient Infrastructure (cities cannot build infrastructure that creates more risk)

D. Global re-skilling race (the jobs of the future)

E. Loneliness epidemic (people isolated by their phones and apps)

the role of cities in facilitating inter-governmental relations in multilateral institutions such as the United Nations or regional organisations such as African Union or European Union or for that matter, the role of cities in fostering inter-governmental relations and inter-sectoral quadriple helix relation with all non-state players/sectors.

cities certainly require a formidable role in inter-national relations and/or diplomacy, of course without undermining the role of national department's of foreign affairs, but in such a manner that cities enhance the capacity of national governments.

the nuanced role of intermediary or secondary cities in driving the urban agenda

a) The world is today is facing serious political, economical, social and environmental problems. In other words, the world governance is in a deep crisis.

Some symptoms of this crisis, as reflected in metropolitan areas, are: violations of human rights and freedoms, democratic deficit, racism, poverty, housing, crime, segregation, social exclusion, environmental degradation, gender inequality, unemployment, economic inequalities, waves of immigration, lack of quality of life, non-sustainable growth, privatism, lack of community, carceral archipelagos / rise of fortress cities, metropolarities/social polarizations, etc.

b) The domain of urban/metropolitan studies is now confronted with new epistemological, theoretical and conceptual challenges.

In this context, relatively new concepts like "epistemological shift", "spatial turn" (space is being seen "as dynamic, problematic, ideologically charged, and filled with action, dialectics, process and social casualty, rather than as fixed, dead background, container, stage, extra-social environment"), "urban-region", "sociospatial", "post-metropolis", planetary urbanism", "assemblages", etc. are brought on the agenda of urban studies.

c) Rights-based approaches ("Right to the city",...) are gaining a new momentum

d) Local activism, "tactical urbanism" (small-scale actions serving a larger purpose), and urban social movements are on the rise

1)   Innovation driven development model. Innovation becomes the key factor for urban development in the global competition. With the new round of technological revolution undergoing, AI, Big data, Cloud and other new industries will not only give new momentum for city economy but also bring significant changes to urban living and working model.
2)   Sustainability remains top agenda. Under sustainability there are several important issues including, for large metropolis in particular, water resources protection, garbage disposal, exhaust gas control and new energy utilization, etc.
3)   Urbanization accelerating. Global urbanization will accelerate driven by globalization and technological development. Metropolis with growing population and territory will increase in number and plays more important role within global economic and political framework, and on the other hand, face more complex urban issues given the limited known resources.
4)   Urban safety issue. In addition to the traditional safety issues such as natural disaster and terrorism prevention, new issues will focus on food safety, information safety and technological safety.
5)   Enlarging polarization of wealth and social stratification. As observed from Hong Kong and other Chinese cities, polarization of wealth between the rich and poor is growing and social mobility is weakening, giving rise to increasing social problems and instability risks.

2. How should Metropolis be positioned amongst the current ecosystem of local governments' networks?

Being the focal point or exchange platform of worldwide experience and expertise on metropolitan governance

Become one of the first port of calls for the implementation of the 2030 Sustainable Development Agenda and of the New Urban Agenda.

Act as an important promoter of Urban Innovation: giving visibility and global projection to cities and political leaders, and helping to improve metropolises' public policies.

With 30 years Metropolis is the only city network that gathers big cities. But when you look at the list, some of the biggest megalopolises of the world are still not members. Metropolis should speak the voice of the urban giants. Even if membership is for cities with +1M, this is not the space for the organization. The space for Metropolis should be +10M, or perhaps +15M

Metropolis is important, an yet not many stakeholders understand the role of Metropolis, this is similar experience of the SA Cities Network in South Africa. Therefore, Metropolis should posture (not position) as a value adding ingredient in the local government system – wherein it provides bespoke and sophisticated policy/knowledge value about urban issues.   As it happen presently, Metropolis is an important value addition to UCLG, and it should be kept that way.   However, in regions such as the African continent, very little is know of and about Metropolis.

a)   By clearly determining its own agenda, and acting as a "Global Network of Metropolises", and by protecting and developing its uniqueness.

b)   By strengthening political commitment of world's metropolitan leaders (mayors, presidents, …)

c)   By avoiding repetitive and competitive moves.

d)   By being open to collaborative, and cooperative and solidaire initiatives, dialogue, knowledge and experience interchange.

e)   By reaching out metropolitan citizens, and ensuring their participation in urban affairs.

f)   By not allowing the organization to become, yet another, centralist, self-serving bureaucro-technocratic body.

g)   By being creative and focusing on concrete, tangible results.

With more and more cities are actively involved in the global city network, connecting and interaction with other cities in this network proves to be an effective way for cities to get access to development resources including business opportunity, talents, capital, information, etc. METROPOLIS's value, besides being advocating metropolis's interest, lies in that it is a network in which cities could exchange the above mentioned resources, and provides a platform for cities to establish cooperation for development. This is a practical measure for Metropolis to promote its goal of improving metropolis performance, and also an important point for Metropolis to stand out among the ecosystem of global city networks

3. According to you, which are the main achievements from the Action Plan 2018-2020? How should they influence the next Action Plan 2021-2023?

Organized a side event and exhibition about urban innovation on WUF9, Kuala Lumpur, Feb 2018, and continue to do so on WUF10, Abu Dhabi, 8-13 Feb, 2020 for the sake of calls for the implementation of the 2030 Sustainable Development Agenda and of the New Urban Agenda.

Supported the 4th Cycle Guangzhou Award and will continue to support the 5th Cycle, including promotion and mobilization of Guangzhou Award, recommend candidates for the Jury and Technical Committee, inspection and evaluation process.

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Guangzhou Award Educational film: the first online training programme featuring Guangzhou Award winning project was done in Milan with the help of Metropolis in 2019. Depending on the actual usage, this modal of knowledge sharing could enrich the way Guangzhou Award case studies are promoted.

That an engagement with the UCLG Urban Innovation Community, building on the Guangzhou Urban Innovation Award and Institute initiatives, is maintained.

With few exceptions, Mayors are tired of global advocacy and get very impatient in the UN corridors. Metropolis innovated with the Initiatives, and then with the projects. Mayors need action on the ground and preferably short term. While Metropolis does not have the resources to deliver on urban projects, it should be a thought partner on the main topics of mega urban trends, and partner with other institutions, foundations, organizations and corporate actors to deliver and pilot solutions in cities

The year 2023 marks and leaves only seven year to the end period of the SDG's. The Metropolis 2021-2023 must seek to influence the push towards 2030 and perhaps beyond. According to reports, Climate Change, Population Migration and better tools for planning will still be toping the agenda of cities. It would be beneficial if Metropolis postures itself, through the Action Plan 2021-2023, to lead the debate, the "solutions provider" as well as the go to place for cities, when it comes to these future challenges

1) Influence global agenda by actively involved in UN, UN-Habitat events and issues, advocating metropolis interest
2) Networking and liaison with partners for opportunities for cities
3) Pilot projects to improve metropolis governance and to generate collaborations
4) Training and learning projects to strengthen urban capacities
5) Facilitate cities to develop mutually benefit events like Guangzhou Awards

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4. Please, list and describe the core actions that, in your opinion, should be included in the Action Plan 2021-2023.

With the emergence of new metropolitan areas like the Guangdong-Hong Kong-Macau Greater Bay Area and the Yangtze River Delta Area in China, it is necessary to acknowledge this new trend of metropolitan development and provide better support to cities involved. It is suggested that Metropolis should strengthen its presence in different regions by strengthening the role of regional offices.

Guangzhou, as the host of the Metropolis-ASPAC Regional Office, shall continue its strategic partnership with Metropolis Secretariat General; and at the same time act as an executive body where strategic cooperation between Metropolis and the Chinese People's Association for Friendship with Foreign Countries is implemented or facilitated.

It is suggested that engagement with Guangzhou Award on urban innovation events should be maintained for the implementation of the 2030 SDGs and the New Urban Agenda.

Consolidate policy analysis and dissemination for engaging with Guangzhou Award to enhance urban innovation data analysis and urban innovation governance index study

Supporting Global Mayors' Forum host in Guangzhou to foster the global connections and internationalization of our membership, give visibility and global projection to cities and political leaders, and help to improve cities' public policies

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Issue papers around current trends and futures

training and network convenings around specific topics

support to specific projects and initiatives

partnerships strategy and fundraising

outreach for new members, with focus in undeserved regions and megacities

double your communications muscle

Climate Change & Sustainability

Societal integration / inclusivity

Alternative Financing Models

Urban economies

a)   Multi-level and multi-centered Good Metropolitan Governance based on human rights, strong participatory democracy, transparency, social justice, sustainability, quality of life, and effectiveness.

b)   Active metropolitan diplomacy.

c)   Metropolis as an entity to be felt and lived in everyday life of the citizens of metropolises.

d)   Recognizing culture/s as a pillar in metropolitan life.

e)   Enhancing metropolises as "spaces of hope", not as "dystopias".

f)   Developing further Metropolis in inner organizational capacity.

g) Roadmap to the Metropolis World Congress 2020.

Political or technical presence at urban-issue concerned international events

More METROPOLIS centered events or activities (the World Congress being the largest and most important one) of international level

Empowerment of city members, such as co-sponsoring events with member cities, encouraging members to be more active within Metropolis network by giving guidance

Information sharing and communication mechanism for Metropolis-member cities, regional office-local members, and among Regional offices

More public recognition and media exposure of Metropolis for more extensive influence