



2015—2017

TRIENNIAL REPORT
FROM HYDERABAD
TO MONTRÉAL

EDITORIAL



Felip Roca
Metropolis Secretary General

The past three years have been a period of important transformations and, particularly, major advances.

Three agendas adopted by the international community plot our present and future: the 2030 Agenda, the Paris Climate Agreement, and the New Urban Agenda, introducing questions inseparable from our current and more urban, increasingly metropolitan and complex reality.

In this context, in which we have adopted agendas with a view to improve citizen welfare, understanding that the challenges of urban life are intensifying, there has been a proliferation of city networks mostly in relation to the defense and promotion of specific matters such as climate change, smart cities, and sustainability. At Metropolis along with UCLG and the excellent job

performed at the Global Task Force, we are engaging with different stakeholders in this new ecosystem of organizations while at the same time ensuring that the Association maintains its identity and constituent values with the aim of establishing positive synergies and furthering our objectives.

This shifting environment coincides with internal changes in the organization. In late 2015, at the end of his term at the helm of the regional council of Île-de-France, Jean-Paul Huchon handed over the presidency of the Association to Denis Coderre, mayor of Montréal. I succeeded Alain Le Saux as Metropolis Secretary General at the 2015 Annual Meeting and together with my team subsequently drove a series of reorganizational measures within the Secretariat General to deliver on the needs and interests of our members.

In addition to these changes, as an Association I would also highlight other deliverables which largely converge with the new strategic guidelines approved

at the latest Board of Directors meeting held in Bogotá, which establish the bases of the Metropolis Action Plan for the 2018-2020 period. Parallel to the work undertaken in support of the Sustainable Development Goals and particularly Habitat III, we have striven and continue to strive for gender mainstreaming across all levels of the Association. The Metropolis Observatory and the City Managers Community are two projects launched in this period with the aim of driving capacity-building. Also of note is the work we are doing to promote the Policy Transfer Platform and the Urban Innovation Community, which includes the Guangzhou Award. It is also the time to close one period of Initiatives and begin a new one, with pilot projects revolving around the six crosscutting themes of our vision as an Association.

We are the global network of metropolitan areas and as such will continue to work together with a focus on metropolitan governance and for the purpose of building metropolises by and for their citizens.

KEY ACHIEVEMENTS

1.
**NEW LEADERSHIPS
AND NEW WORKING
DYNAMICS**

Page 6

2.
**NEW STRATEGIC
GUIDELINES
FOR THE FUTURE**

Page 7

3.
**TOWARDS
HABITAT III**

Page 8

4.
**INCLUSION OF
THE GENDER
PERSPECTIVE IN
THE VARIOUS AREAS
OF THE ASSOCIATION**

Page 9

5.
**EXPANDING YOUTH
PERSPECTIVES
IN OUR
METROPOLISES**

Page 10

6.
**METROPOLIS
OBSERVATORY:
GOVERNANCE WITH
A METROPOLITAN
PERSPECTIVE**

Page 11

7.
**POLICY TRANSFER
PLATFORM:
INTEGRATED URBAN
GOVERNANCE - CASES
AND EXPERTS**

Page 12

8.
**WORLDWIDE
LAUNCH OF
THE CITY MANAGERS
COMMUNITY**

Page 13

9.
**STRENGTHENING
PARTNERSHIPS
TO FOSTER URBAN
INNOVATION**

Page 14

10.
**TRAINING AND
CAPACITY BUILDING**

Page 15

11.
**REPLICABILITY
OF URBAN PROJECTS
AMONG CITIES**

Page 16

12.
**UCLG FRAMEWORK
OF WORK**

Page 18

13.
**BUILDING NETWORKS
WITH PARTNERS**

Page 20

14.
**NEW METROPOLIS
WEBSITE**

Page 21

15.
**ANNUAL
MEETINGS**

Page 22

16.
**FINANCE AND
MEMBERSHIP**

Page 26

New leaderships and new working dynamics

At the Board of Directors meeting held in Buenos Aires in May 2015, we greeted Felip Roca as the fifth Secretary-General in the Association's history. Mr Roca, then the director of International Cooperation at the Barcelona City Council, took over from Alain Le Saux. In December the same year, Jean-Paul Huchon's term as president of the Regional Council of Île-de-France came to an end and he handed over the presidency of Metropolis to Denis Coderre, mayor of Montréal, who was appointed by the Co-presidents of the Association by virtue of the articles of association.

Mr Coderre was unanimously ratified as president of Metropolis at the Board of Directors meeting in Mexico City on 9 March 2016

With the leadership of a new president and secretary-general, we began a fresh period that also saw the restructuring of the Secretariat General team in Barcelona. The steps in this process included a new distribution of personnel in accordance with the regional monitoring of Association members (favoring alignment and coordination with the Regional Secretariats) and the definition of internal administrative processes whose maximum representations are the positions of executive director, held by Octavi de la Varga since February 2016, and head of administration and finance, held by Federica Biondi since February the following year.



Photo: Metropolis Secretariat General

New strategic guidelines for the future



Photo: Metropolis Secretariat General

A new strategic vision focused on metropolitan governance establishes the bases of the Metropolis 2018-2020 Action Plan

Fruit of a reflection process engaging the Association's different key stakeholders, the strategic guidelines were reframed and approved by the board of directors at the Bogotá meeting in October 2016.

It was agreed that the Metropolis mission statement is to **"connect political leaders, policy makers and practitioners worldwide in order to advocate for metropolitan interests and**

improve the performance of metropolises in addressing local and global challenges".

Our vision is **"metropolises for and by their citizens, where participatory and effective metropolitan governance fosters economic development, sustainability, social cohesion, gender equality, and quality of life"**.

Towards Habitat III



The most important conference on housing and sustainable urban development in the past 20 years was held in Quito from 17 to 20 October 2016: Habitat III

An inclusive process of designing a new urban agenda was conducted for the first time. In effect, cities were posited as key players for the outreach of sustainable development, which is why we, together with other stakeholders, were present and actively engaged in the process, although it was the UN member states which ultimately adopted the New Urban Agenda.

In the framework of the different PrepCity sessions led by Berlin, we worked on key questions concerning urban development which contributed to the Global Taskforce on Local and Regional Governments and to the different thematic conferences hosted by various cities, such as the Montréal conference on metropolitan areas, the Mexico City one on funding urban development, and the Barcelona conference on public spaces. The five key messages to emerge from the PrepCity process were to:

- Appreciate cities as complex actors
- Acknowledge the importance of a renewed social contract, summarized in the right to the city
- Include positive cultural engagement as a transformative process
- Focus on the enabling conditions of urban sustainability development
- Spell out mechanisms for the follow-up and review of implementation policies and practices

The Montréal Declaration on metropolitan areas is the result of the endeavors made by the city to demonstrate the importance of providing metropolitan areas with mechanisms to respond to global challenges and it is therefore a key document for Metropolis as the World Association of the major metropolises.

The Second World Assembly of Local and Regional Governments held the day before Habitat III was one of the landmark 2016 events in which all cities and metropolitan areas jointly called for the prominence needed at this historical time when we are mapping our future for the next two decades and presenting our contributions.

The following day, Secretary-General of the United Nations Ban Ki-moon held a meeting with an important delegation of mayors of Metropolis and UCLG members.



Photo: ©Joel Sheakoski/Habitat III Secretariat, United Nations



Photo: Metropolis Secretariat General

Inclusion of the gender perspective in the various areas of the association

The work to defend gender equality across our Association had two crowning moments in this three-year period

Firstly, the 11th Metropolis World Congress in Hyderabad saw the board of directors unanimously approve a motion to give a voice and a vote to Metropolis Women, a space which, among others, is aimed at incorporating gender mainstreaming across our Association. This decision, which marked a turning point in our history and ensures the defense of the gender perspective in Metropolis's highest decision-making body, came into effect at the Buenos Aires annual meeting the following year.

Secondly, the Association's new strategic guidelines approved in Bogotá in October 2016 and which set the agenda for the coming years, recognized gender equality as a key element of the Association's vision. Also in this period and under the leadership of the city of Barcelona, we worked on the importance of gender mainstreaming in local policies via a workshop held during the 2015 Buenos Aires annual meeting, the event *Sharing Practices of Gender Mainstreaming Methods in Subnational and Local Policies* held in Brussels in January 2017, and the drafting of the position paper *Big Cities and Women: the Importance of Gender Mainstreaming in Local Policies*, where cities and partner organizations were able to share their experiences in this area.

We also recently prepared, in collaboration with partner organizations, *Eight Key Messages to Promote Sustainable Mobility from a Gender Perspective in Our Cities*, which was presented at the 5th UCLG congress in Bogotá in October 2016. This document/manifesto concisely highlights the actions that cities and metropolitan areas must take to incentivize sustainable mobility with a gender perspective.

Expanding youth perspectives in our metropolises

Photo: Government of the Autonomous City of Buenos Aires



Under the leadership of Mashhad, we have been tackling the perspective of the younger generations in the creation of city models, their participation in urban management, and their impact on the future of major metropolises since 2014

In 2015, as part of the annual meeting's "Live the City" program in Buenos Aires, there was an open workshop where attendees were encouraged to share different examples of young people's participation in the governments of major cities. The cases discussed included programs launched by local governments to help young people develop careers in the public administration, the growing participation of the new generations in metropolitan legislative bodies, and the huge importance of listening to what young people have to say through initiatives that combine their take on the future of their cities with sport, artistic expression, and sustainability.

In Mexico City in March 2016, the board of directors suggested Metropolis Youth position itself as a crosscutting element in order to

include the youth perspective into our Association's various activities. After receiving this mandate, the Secretariat General drafted a document with Mashhad clarifying the core objective of Metropolis Youth:

Generate a knowledge space about the current metropolitan reality in terms of participation and integration of the youth perspective in the governance and sustainable development of our cities.

The board of directors approved the document when it met in Bogotá in October 2016 and also established the grounds of the Metropolis Youth work lines in collaboration with the Metropolis Observatory, Metropolis Women, and the Policy Transfer Platform.

Metropolis Observatory: governance with a metropolitan perspective

With the impetus and core support of the Barcelona Metropolitan Area, the Metropolis Observatory was created on the basis of the shared view of serving as an instrument for analysis and reflection on the transformation phenomena that characterize contemporary cities and their metropolitan areas today. The present context of the implementation of the New Urban Agenda and Agenda 2030 are obviously the essential framework of the new Observatory.

One of the Observatory's priorities is to provide reference frameworks on the pressing need to incorporate the metropolitan perspective into the governance

of our cities, as the challenges cities face today stretch beyond territorial and administrative limits. Building a communication space of knowledge to promote political and technical tools is also clearly required to address change and transformation processes in our territories. In short, the Observatory was established to provide answers to the needs and interests of our cities.

Under the slogan "The Challenges of Large Cities", an event was held in Barcelona to present the Metropolis Observatory in late November 2016. The discussion focused on the analysis of metropolitan trends across the world, the challenges

of metropolitan and large city governance, and the different approaches toward metropolitan management. Special emphasis was given to the cases of the Montréal Metropolitan Community, Greater Paris, the San Salvador Metropolitan Area, and the Barcelona Metropolitan Area.

One takeaway from the expertise of people from different professional spheres was the two issue papers published to date, covering specific questions of metropolitan governance: the first on metropolitan trends in the world and the second on the metropolitan perspective of Agenda 2030 and the New Urban Agenda.



Photo: Metropolis Secretariat General

Policy Transfer Platform: integrated urban governance – cases and experts



The Policy Transfer platform is a global exchange and learning portal that facilitates connections between different international experts and has information on cases in various areas of integrated urban management of cities from across the world

www.policytransfer.metropolis.org

The platform is a project led by the city of Berlin which was officially launched at the 11th Metropolis World Congress in Hyderabad in October 2014.

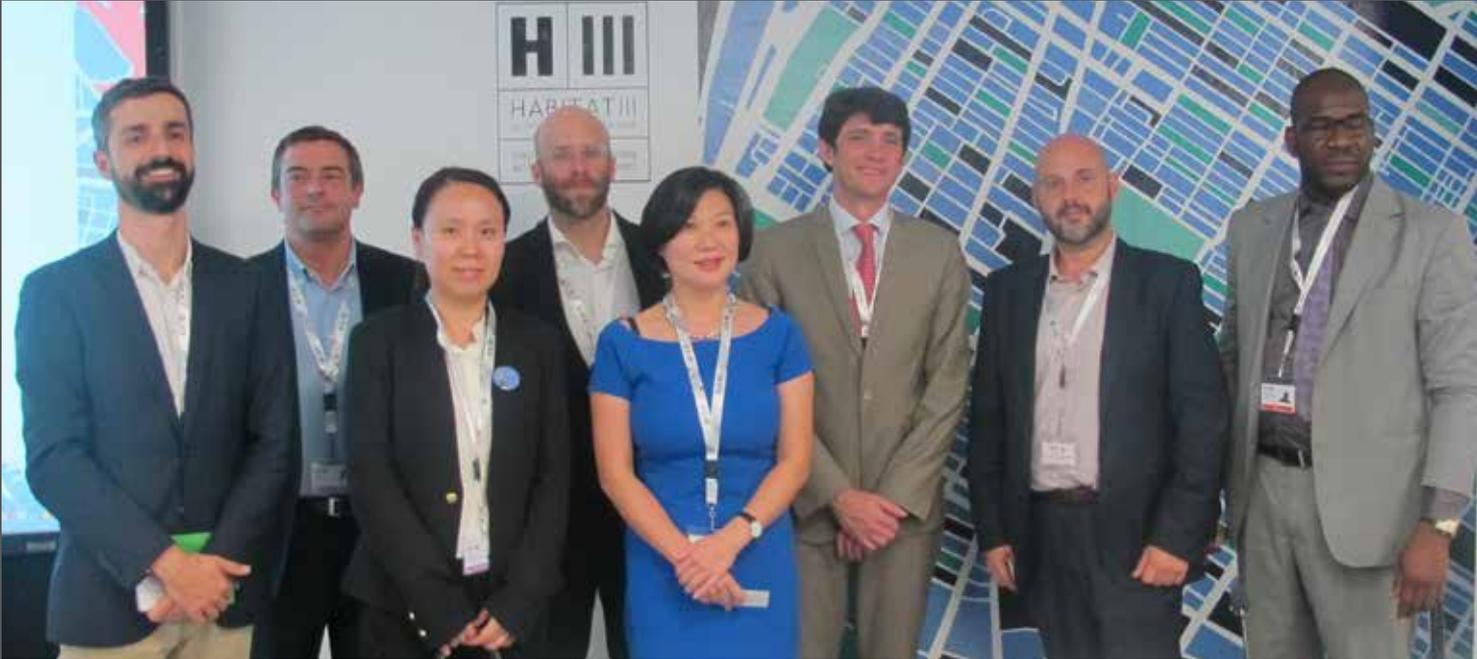
Over the past three years the platform has grown to cover more than 200 projects from 137 cities, with over 160 experts currently signed up. Promotional actions have been carried out at leading events of worldwide importance to the urban community.

The platform also sets out cases that have won awards at the most prestigious international competitions on urban management and governance. At today's date, over 40% of published cases have received international recognition.

Visitors to the website can draw on the intuitive, easy-to-use search engine to find a wealth of cases classified into over 30 different topics and listed with their participating experts and the geographic region where they were implemented.

Worldwide launch of the City Managers Community

Photo: Metropolis Secretariat General



We harnessed the space afforded by Habitat III to launch the City Managers Community, which aims to promote the operational nature of the New Urban Agenda by exchanging knowledge and practices of senior managers from local public administrations

The Community was established with the intention of identifying and proposing development and metropolization management models, an inevitable process in the present urban context, from a sustainability point of view.

An event was held in Quito in October 2016 entitled “City Managers and the Implementation of the New Urban Agenda” which drew a significant number of member cities. One

of the goals was to identify the challenges large cities face following Habitat III and the tools they need to implement the New Urban Agenda from the point of view of management skills.

The session, which attracted a large public following, featured senior representatives from Barcelona (city and metropolitan area), San Salvador, Dakar, Taipei, Guangzhou, Quito, and Bamako. It also included a speech by the

mayor of Caracas, the secretary of territorial management and housing in Brasilia, and a strategic consultant from the office of the mayor of La Paz.

Following this preliminary presentation session, we continued to strive to assemble the knowledge and experience of the people responsible for the day-to-day administrative and operational management of the world’s largest cities.



Photo: Guangzhou Award

Strengthening partnerships to foster urban innovation

Urban innovation has been a key concern in the Association over the past three years, where we have drawn on the work done in previous periods

Driven by Guangzhou and with our and UCLG's institutional backing, the Urban Innovation Community continued to be the space to identify, share, and promote knowledge on urban innovation. The two-yearly Guangzhou Award is part of this mutual-learning cooperation strategy on urban innovation matters, designed to help boost citizen quality of life.

In this period, the Secretariat General ran communication campaigns to promote the 2014 and 2016 Guangzhou Award among our 138 cities and encourage them to submit urban innovation projects to the competition.

Two of the finalists in the second edition, held in November 2014, were Metropolis cities: Dakar, with the project "Municipal Finance Program", and Hangzhou, with its "Urban Public Bicycle Sharing Program".

More recently, the 15 finalists for the third Guangzhou Award were announced at the UCLG 5th World Congress in Bogotá. The list included the following member cities: Addis Ababa, Brussels-Capital Region, Jakarta, La Paz, and Ramallah. The shortlisted projects were announced nearly two months later at a gala event in Guangzhou. La Paz was declared the winner, with the project "Zebras: A Citizen Culture Project".

In order to maintain this relationship with Guangzhou to boost the work of exchanging innovative policies and experiences that improve citizen welfare, we entered into a memorandum of understanding with the city in October 2016 which became effective on 1 January 2017.

Training and capacity building

We organized over 30 courses and workshops throughout the 2015-2017 period, covering an extensive range of issues in relation to metropolitan governance, socioeconomic inclusion, innovation, and gender mainstreaming. Through the courses and workshops organized by the head office of the training program in Seoul and the regional centers in Mashhad, Paris, Cairo, and Mexico City, we have trained around 300 experts from cities across the world.

The training events were undertaken following methodologies based on the exchange of experiences and good practices implemented in different cities with the goal of providing training with a local perspective to an international public. Through the study of real-life cases and subnational group discussions on the challenges and experiences each attending city has had, attendees were able to carry out an in-depth analysis of the challenges and potentials of urban management projects.

The following issues have been looked at over the past three years:

- Sustainability Mobility
- Sustainable Urban Development
- Climate Change
- E-Governance
- Water Management
- Air Quality Management
- Municipal Financing and Investment
- Urban Relocation
- Empowering Women in Urban Management
- Empowering Youth and Social Development
- Geoinformatics Practices
- Risk Reduction Following Disasters
- Urban Resilience
- Informal Settlements

The Metropolis training and education program is one of the Association's core areas of action, aimed at shoring up the institutional and professional capacity of the people who work in local and metropolitan governments, both technical officers and politicians

Photo: SHRDC



Replicability of urban projects among cities

In 2017 we will close the second cycle of the Metropolis Initiatives, projects and services carried out by and for Association members in conjunction with various interest groups (such as private businesses, civil society organizations, and academic institutions) and which have the potential to be replicated in other cities across the world.

We have promoted 11 initiatives* between 2015 and 2017 posited on four major metropolitan themes: Governance, Social Inclusion, Innovation, and Sustainability.

* The content of the Policy Transfer Platform is available in page 12 of this report

Capacity Development for Metropolitan Projects

This project led by the State of Sao Paulo developed out of the experience acquired in the previous Metropolis Initiative “Comparative Study on Metropolitan Governance”, with an emphasis on the different forms of financing and the search of good practices in metropolitan coordination. The study identified new institutions with different levels of maturity in public-private relations which have the funding of metropolitan actions as an objective.

Photo: Metropolis Secretariat General



Smart, Sustainable, and Inclusive Slum Development

The Centre for Urban and Regional Excellence is a development NGO that works with Agra City Council (India) to build an inclusive future without slums for this World Heritage city. Social processes to improve 30 of the 432 slum districts in Agra have been started. CURE aims to capitalize on the use of mobile phones among the poor to study development in relationships between people and local authorities through the use of technology.

Creative Cities

The Kreanta Foundation initiated the Creative Cities project to promote the central role of culture in sustainable urban development using a three-fold approach: encouraging all local policies to include a cultural dimension; promoting the coordination of culture, territorial planning, and the economy; and boosting economic activity and employment through the creative economy.

Playful City

Within the framework of Playful City, a project led by Mexico City, work has been done on integrating creative processes into school curricula with the aim equipping students with creative skills. The development of a learning method has enabled participants to acquire the tools they need to understand the design and innovation processes required to provide urban solutions in conjunction with government. This initiative promotes a new model of thinking within the framework of the forms of daily civic activities.

Sports for Youth Inclusion

This initiative, led by Barcelona in collaboration with the City of Buenos Aires and Medellín, aims to promote sports as a tool for inclusion and social cohesion through success stories in sports practice. The competition “Youth, Sports, and Social Cohesion” was launched and six projects from the three cities won awards. The initiative also included the creation of an opinion network on sports and social inclusion, a web 2.0 project archive platform, and the holding of a final event in October 2016 to pool project conclusions.

Caring Cities

Within an urban context, the traditional concept of a caring city is one that supplies services to its population, establishes a safe environment, facilitates quality of life through access to green spaces, recreational areas and facilities, and supports its residents in their efforts to live and prosper. The purpose of this project promoted and managed by Johannesburg was to establish a method to measure and monitor different cities and their respective progress in becoming caring cities.

Social Habitat Management

The main objective of this project led by the City of Buenos Aires was to improve living conditions in the most vulnerable city neighborhoods through the comprehensive articulation of the physical and social architecture via community engagement, with the public playing a fundamental role in the physical and social territorial transformation of the neighborhoods. An international projection was made and three activities organized: a community wall painting in the neighborhood of Zabaleta, a “Clean the Air, Plant a Tree” campaign, and playground facilities in public spaces.

Sustainable Airport Areas

Through workshops on the exchange of knowledge and experiences of experts from over 15 airports from across the world's regions, this initiative led by the region of Île-de-France identified 10 major challenges in airport areas today. Participants in the events held over the three years contributed good practices in relation to the planning, development, and management

of airports and their nearby areas. A report setting out the conclusions to this group work was the end result of the initiative.

Cities and Water Alliance

The Alliance consists of a mutual agreement between three Latin American cities – Bogotá, Mexico City and Rio de Janeiro— to exchange their technical, operational, and financial resources to support the protection of ecosystems that provide water, along with those that contribute to water regulation within their city limits. In this context, a workshop was organized in Rio in November 2015, a Forum of Latin American Cities for Water was held in Bogotá in November 2016, and the magazine “Water and Cities: Actions to Address Climate Change” was published.

Climate-Metropole +

This is an initiative of a European scope promoted by the Barcelona Metropolitan Area in conjunction with Berlin, Lyon Metropole, and Liverpool City Region to exchange experiences and generate knowledge in relation to adaptation to climate change by metropolitan areas. Four seminars were organized (Berlin, November 2015; Lyon, February 2016; Liverpool, June 2016, and Barcelona, November 2016). The magazine “Climate Metropole +” was published, setting forth the shared experiences and conclusions from the seminars.



UCLG framework of work

Over these three years, as a representative network of major cities, we have worked closely with United Cities Local Governments (UCLG) on projects targeted at urban diplomacy and leveraging the voice and commitment of cities in the international arena



Photo: UCLG-CGLU



Photo: Metropolis Secretariat General

Through our active engagement in the Global Taskforce of Local and Regional Governments we have implemented joint promotional activities in relation to the building and consensus processes of international agendas. The UN Sustainable Development Summit 2015, the Paris Climate Conference (COP21), and the Habitat III conference were the major milestones of this three-year period, although we also have to mention the Third UN World Conference on Disaster Risk Reduction which took place in Sendai in 2015.

In the framework of preparing the Habitat III conference, different member cities and Metropolis secretary-general Felip Roca took part in the first session of the Second World Assembly of Local and Regional

Governments and the Informal Audiences with the United Nations member states held in New York in 2015. For the first time in history, and thanks to the work coordinated by UCLG within the Global Taskforce, the UN recognized local governments as specific and key actors in defining the large-scale urban challenges set out in the New Urban Agenda and adopted at Habitat III.

In this period we also worked together with UCLG on producing content focused on metropolitan governance. One of the most outstanding results was the contribution made to the section on metropolitan areas in the 4th Global Report on Local Democracy and Decentralization (GOLD IV), presented publicly at the UCLG 5th World Conference in Bogotá in late 2016. The chapter on metropolitan areas

explores the challenges they face in our current urban age and the role they can play within the new global consensus in order to contribute to the implementation of the New Urban Agenda.

As the UCLG metropolitan section, Metropolis actively engaged in all UCLG statutory events, including the progress in coordinating the strategic plans and action plans of the two organizations with three objectives: to shore each other up reciprocally, benefit from the strengthening of local and regional government networks, and guarantee more support for our members before the challenges they face. One example was the inclusion of some of our projects in the UCLG Strategic Partnership with the European Union.

In this three-year period marked by discussions and the consensus to establish a new global agenda focused on a more urban and sustainable world, we collaborated with different organizations in the understanding that cooperation is an indispensable strategy for operating in the current environment

Building networks with partners

On the road to Habitat III, we worked with various UN-Habitat initiatives such as the World Urban Campaign and the Uraía Platform. In the former case, we acted as a principal partner together with around 40 other entities on the preparation of the publication "The City We Need". We also engaged in the training workshop on negotiating public-private partnerships for smart city management organized by the Uraía Platform, the outcome of a partnership between UN-Habitat and FMDV.

Also in this period we worked with ICLEI, an organization which also promotes the Guangzhou Award among its members. Montréal represented us at the ICLEI world congress entitled "Sustainable Solutions for an Urban Future" held in Seoul in April 2015.

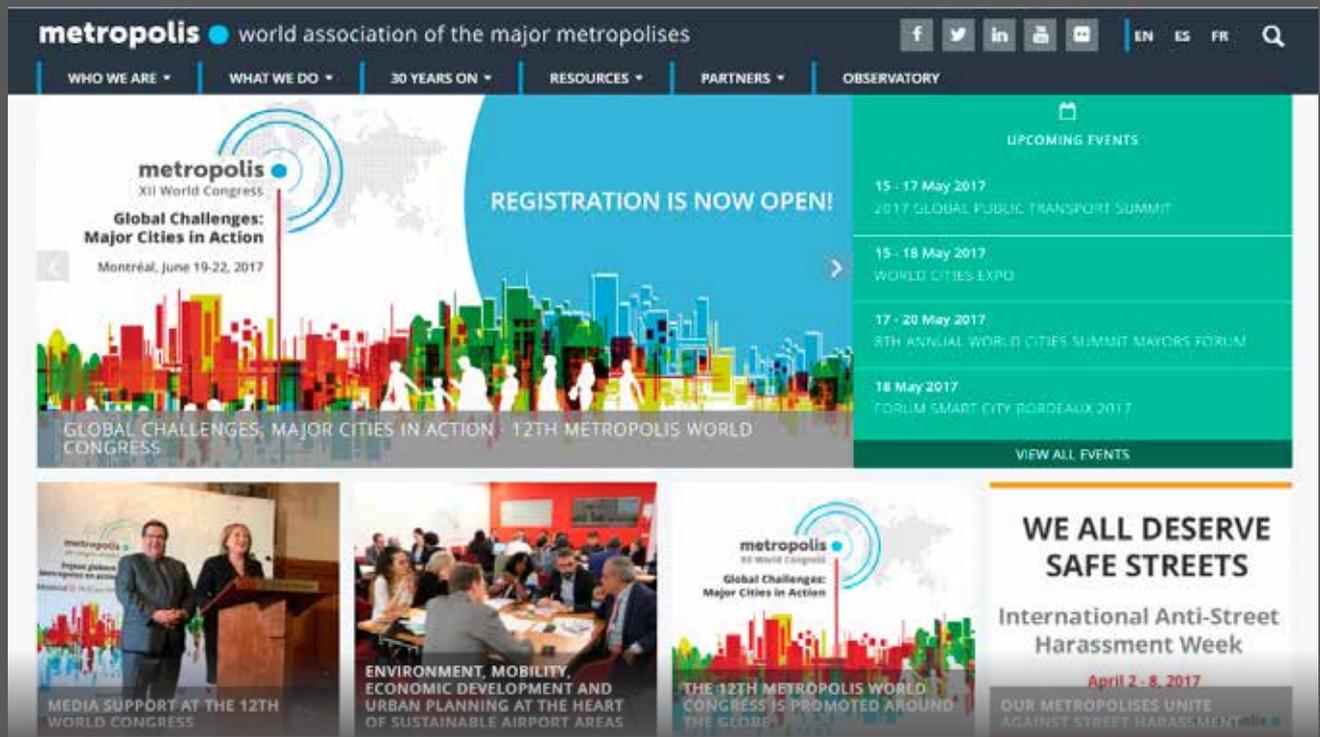
As an association member, we took part in the Cities Alliance 2016 general assembly meeting to establish future work areas and are continuing conversations to collaborate.

GIZ attended the first Climate Metropole + initiative led by the Barcelona Metropolitan Area. This organization, with which we form part of a consortium to develop a program on sustainable and innovative cities and regions in Latin America for the European Union, also spoke at the Metropolis Observatory launch held in Barcelona at the end of 2016.

With the goal of furthering our position as an international benchmark on gender matters in metropolitan urban policies, we partnered up with the Huairou Commission and Women in Cities International to elaborate strategic documents with a gender perspective and to engage in the Gender Assembly Day held in Quito as one of the activities in the run-up to Habitat III.

We have also been in talks with the OECD since mid-2016 to roll out development indicators and models for large metropolises.

New Metropolis website



During this period we implemented a new institutional website with the goal of adapting to new needs and strategic lines and to improve access to information on the part of the people who visit our web space

The site redesign boosted the Association's presence on the internet, both through improving the integration of social network channels and by updating the content manager to a more modern version. It also has a more dynamic image, where the activities of each of our 138 members benefit from a higher profile.

Given the degree of complexity of the Association's activities,

the changing contexts in which they are developed, and our connections with other international campaigns, we needed a website with a structure that allowed visitors to very easily and intuitively log into the multiple contents produced. This makes it possible to relate all published information with the members and partners involved, in addition to the thematic spheres in which they are located

and the major work lines defined in the Association's Action Plan.

The new-look site also features a schedule of key international events related to the management of urban agglomerations, providing access to an updated calendar of the most important dates on the international agenda.

www.metropolis.org

Annual meetings

Three annual meetings were held in this period: Hyderabad in 2014, Buenos Aires in 2015, and Mexico City and Bogotá in 2016

HYDERABAD 2014

The 11th Metropolis World Congress took place in Hyderabad from 6 to 10 October 2014 under the slogan "Cities for All".

The board of directors and general assembly meetings were held during the congress, along with an extraordinary general assembly meeting to approve the new articles of association.



+ 1,800
registered attendees



60
sessions



250
speakers



93
represented cities

**5th Metropolis
Award:**

43
projects submitted
from 33 cities

9
on-the-ground
visits



PRINCIPAL AGREEMENTS

- 2015-2017 Action Plan
- 2015, 2016, and 2017 budget proposals
- Sponsorship strategy
- List of Metropolis representatives at UCLG
- Election of the new board of directors and Regional Secretariats



BUENOS AIRES 2015

The annual meeting, under the slogan "Live the City", was held in the city of Buenos Aires from 19 to 21 May 2015.



PRINCIPAL AGREEMENTS

- Appointment of Felip Roca as new Metropolis secretary-general
- Establishment and composition of the finance committee within the executive committee
- Improvement in accounting and budgetary processes
- Modifications suggested in the Internal Regulations



31
delegations

26

high-level political
representatives
from major
metropolises

151

organizations



623
participants



63

cities
from 37 countries

MEXICO CITY 2016

The board of directors meeting in Mexico City was held on 9 March 2016. Twelve of the 26 board members took part and six more voted by proxy prior to the day. This meeting was held in the framework of the thematic meeting "Financing urban development: the millenium challenges" in preparation for the Third United Nations Conference on Housing and Sustainable Urban Development (Habitat III).



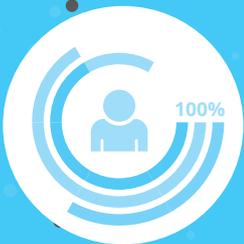
PRINCIPAL AGREEMENTS

- Designation of the new Metropolis president, Denis Coderre, mayor of Montréal
- Launch of a strategic reflection
- Preparation of an administrative procedures manual
- Bogotá as the host city of the next board of directors meeting



BOGOTÁ 2016

The extraordinary board of directors meeting in Bogotá was held on 14 October 2016. Fourteen of the 26 board members took part and two more voted by proxy prior to the day. This meeting was held in the framework of the World Summit of Local and Regional Leaders organized by UCLG.



PRINCIPAL AGREEMENTS

- New strategic orientations
- Close of 2015 accounts and revised 2016 and 2017 budgets
- Mandate to prepare a draft action plan
- Opening of a call for candidates to choose a new secretary-general
- Mandate to draft pilot project terms and conditions and launch a call for them

Finance and membership

HYDERABAD 2014

Principal decisions approved by the board of directors:

- 2013 budget implementation
- 2014 to 30 August budget implementation and projection through 31 December, which finally came in at €1,105,000
- 2015 draft budget in the amount of €1,190,000

Principal decisions approved by the general assembly:

- 2012-2013-2014 financial reports and budget implementations
- 2015-2016-2017 budget proposals
- Sponsorship strategy

BUENOS AIRES 2015

Principal decisions approved by the board of directors:

- Establishment and composition of the finance committee within the executive committee
- Mandate for the treasurer to improve budgetary and accounting proposals
- Modifications suggested in the Internal Regulations approved at Hyderabad
- Code of ethics and fund-raising dossier
- 2014 budget through to 31 December implementation report
- Modification of the 2015 budget to 31 March which came in at €1,212,000 and projection through 31 December
- 2016 draft budget in the total amount of €1,202,000

We welcomed nine new members during this period

BHOPAL, FAISALABAD, CHANGCHUN, CPAFFC, SAN SALVADOR, RAMALLAH, EAST KALIMANTAN, CHANGSHA, AND SOUTH TANGERANG.

MEXICO CITY 2016

March

Principal decisions approved by the board of directors:

- Close the 2015 accounts from the extraordinary board of directors meeting in Bogotá
- The *sine qua non* condition for the Association's survival was determined as the membership fees and the commitment to better track their collection
- Design and implementation of a new administrative management system to respond to the new needs of the organization

BOGOTÁ 2016

October

Principal decisions approved by the board of directors:

- Close of 2015 accounts with a slight
- Revised 2016 budget, for 921,945€
- Budget forecast for the year 2017, for 994,300€
- Develop a funding strategy to approve at the general assembly meeting in June 2017

138

MEMBERS IN ALL
THE CONTINENTS



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Secretariat General

Avinyó, 15. 08002 Barcelona (Spain)

Tel. +34 93 342 94 60

Fax: +34 93 342 94 66

metropolis@metropolis.org

metropolis.org

