

METROPOLIS ACTION PLAN

2018—2020



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1. INTRODUCTION AND BACKGROUND

We are:

The global network of major cities and metropolitan areas.

We serve as the hub and platform for metropolises to connect, share experiences, and mobilize on a wide range of local and global issues, in addition to being the focal point of worldwide experience and expertise on metropolitan governance.

The challenges of urban life are intensifying. In a context where over 40 per cent of the total urban population currently lives in extended metropolitan areas, and over 600 million new metropolitan inhabitants are predicted by 2030, large cities face an intensifying matrix of challenges. In particular, issues such as ecological degradation, divisions of rich and poor, infrastructure pressure, gender inequality and increasing diversity, challenge the quality of life of all citizens. Broader forces such as unfolding climate change, intensified movements of people, shifts in political tensions, and increasing economic fragility, affect cities in different ways. These trends are predicted to make cities more vulnerable across the 21st century.

Metropolis, the World Association of the Major Metropolises, positions itself in the contemporary context as the global network for metropolitan areas, supporting large cities and their surrounding territories to tackle the challenges of urban change. It exists because of its strong conviction that global cooperation, dialogue, and knowledge interchange are key ingredients for the flourishing of metropolitan areas.

Metropolis was born over 30 years ago to build and strengthen global ties among local political leaders, policy-makers and practitioners worldwide. This network has at its core the creation of a space where both local elected representatives and urban managers can exchange experiences and knowledge concerning relevant issues for their cities and for improving the quality of life of their citizens, and at the same time gain expert advice and alternative views on metropolitan problems. By establishing this strong network, Metropolis has become the main voice of major cities and metropolitan areas. It thus unites resources and skills to advocate for metropolitan interests in the global arena.

Firstly, the global political context has undergone a transformation and therefore, a new global agenda for urban development has started to be implemented. The Sustainable Development Goals entered into force in January 2016 and the New Urban Agenda was adopted during the Habitat III Conference held in October 2016. Secondly, urban questions are now on the global agenda in a way that was not the case two decades ago, with urban associations drawn into consultative discussions with United Nations bodies. Thirdly, there has been a proliferation of city networks all over the world, mostly related to advocacy on particular issues such as climate change, smart cities or sustainability. Metropolis is therefore called to interact with different actors in a new ecosystem of organizations, while ensuring

that the Association maintains its identity and core values. This has become a challenge for the relevance and international recognition of Metropolis.

In this changing environment, Metropolis has significant strengths. It can rightly claim to be a long-term voice of the major cities and metropolitan areas. It has a global and balanced representation of committed members all over the world, and it has succeeded in generating strong connections between policy-makers and practitioners from cities in all regions of the world. It counts on well-known and engaged political leaders. It is an association with a long history and strong bonds between its members, and manages a vast amount of knowledge on a variety of urban issues.

Because global issues are in flux and metropolitan concerns vary along time, in 2016 the Association initiated a process of strategic reorientation that culminated in the definition and approval of the Action Plan 2018–2020 by its Board of Directors and General Assembly in Montréal, 19–22 June 2017. The strategic reflection process redefines the vision, mission, key objectives and strategic lines of Metropolis, making explicit the design basis of those operational lines and actions.

This process coincided with the current Metropolis Action Plan coming to an end in 2017, but it is important for a number of additional reasons. At the internal level, Metropolis has been experiencing important adjustments since 2015. The incumbents of both the office of the President and the Secretary General changed. This, together with new challenges and changes at the global level that have been highlighted previously along with the view of the XII Metropolis World Congress in June 2017, implied the introduction of new perspectives in relation to strategic directions of the Association and its overall functioning.

In this context, some Metropolis' members and other stakeholders gathered on several occasions across 2016 in order to contribute to the Association's new strategic orientation process. In February, a meeting of Regional Secretaries took place in Barcelona where the need to undergo such a reflection process was affirmed. It was agreed that metropolitan governance should continue to be the Association's main concerns. In March, the Board of Directors met in Mexico to discuss how to redirect the association and think over its overall situation. In June, the Secretariat General staff conducted a workshop about strategic issues and Metropolis's internal dynamics and organization. This was followed by a Strategic Orientation Meeting in Barcelona in July, with the participation of relevant members and partners of the association. Simultaneously, in the same venue, Metropolis Women discussed the working plan of the network for 2016–2017, and ran a workshop on metropolitan areas, mobility and sustainability with a gender approach—themes of high importance in metropolitan management. In October, the Board of Directors met again in Bogota to discuss the core strategic issues for Metropolis and approved the strategic orientations for the years to come to be used as the basis of the Metropolis Action Plan 2018-2020. More recently, the Regional Secretaries Meeting held in Barcelona in February 2017 allowed an exchange of views and provided further inputs to elaborate this Action Plan, which is conceived as an overview of the full work of the association and not solely of the Secretariat General.

These gatherings, in addition to conversations held by the key leaders of the Association, served to shape the contents of the present document. The document determines both the strategic and operational lines of action for Metropolis in the coming three years.

2. VISION AND MISSION

Metropolitan cities face urgent challenges that need to be addressed systematically and collaboratively. Ongoing economic, political, cultural and ecological transformations across the world are affecting urban regions in all parts of the planet. Even as different cities experience different pressures, we are witnessing a globalization of the urban condition. To face these challenges and promote sustainable urban development, Metropolis seeks to place positive metropolitan governance and governance with a metropolitan approach at the core of its advocacy, charter of principles, capacity development, and tool design.

2.1. Metropolises for and by their Citizens

Our vision:

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

In this regard, Metropolis advocates engaged metropolitan governance that attends to social life in all its complexity, seeking to enhance the quality of life of all.

Engaged metropolitan governance can be defined as good governance which engages positively with both people and the planet:

- Positive engagement with the people who reside in a city is critical. Engaged metropolitan governance enables ongoing and meaningful political participation, empowers residents to act with others on their city, enables gender equality, and strengthens social cohesion. At base-level, good metropolitan governance enables the conditions for a city to be made for, and by, the citizens of that city as they engage beyond their immediate concerns to take into account visitors, strangers in need, and generations yet to be born.
- Positive engagement with the ecology of the planet, begins with an understanding that the local and hinterland region is the ground on which a city is built. Engaged metropolitan governance directly engages with key ecological questions. It seeks a deep and integrated relationship with the local environment, including the region beyond a city’s municipal boundary and immediate peri-urban zone, attending to the region’s ecological limits, and working within its capacities. This is part of the definition of a metropolis as including its hinterland region.

- Overall engaged metropolitan governance designates a new art of governance conducted through deep deliberative democratic, transparent, and evidence-based processes across all levels of government. It brings together comprehensive community engagement, expert knowledge, and extended public debate and participation in all relevant aspects of governance. Its purpose is to advance human development. Visionary planning and the engagement of all relevant stakeholders in decision-making processes is required, as is a strengthening of the capacities of local governments to collect, analyses, evaluate and use local data.

Engaged good metropolitan governance leads to the creation of caring sustainable cities. These are cities that in a sustainable, co-created and inclusive managed way place citizens and their needs at the center of policies; taking into account the complexity of social life: ecologically, economically, politically and culturally. The structural inclusion of vulnerable groups into all dimensions of public life is one test of a caring sustainable city. This generalized 'Right to the City' can only be adequately promoted through policies targeting poverty, gender inequality, education gaps, and health divides, but it also depends upon all citizens being drawn into facilitated public dialogue. By specifically targeting women and groups that tend to be more excluded from public debate (e.g. youth and elderly, migrants, persons with limited mobility), metropolises shall become inclusive and open to different perspectives in the co-production of public policies.

Metropolis works to co-create caring sustainable cities characterized by engaged metropolitan governance that works to enhance the quality of life for all. Metropolis enacts this vision through conducting urban diplomacy, advocating for urban principles, developing urban capacities, and designing urban tools that are useful for its members.

2.2. Developing a Good Engaged Metropolitan Governance Platform

Our mission:

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.

Engaged metropolitan governance is critical to facing the immensity of contemporary urban challenges.

Therefore, Metropolis mission will be achieved by a set of means to co-create caring sustainable cities characterized by engaged metropolitan governance:

- a. Conducting urban diplomacy based on agreed principles**
- b. Developing urban capacities based on a knowledge platform of tools and resources**

a. Conducting urban diplomacy based on agreed principles

Metropolitan areas are situated in a complicated global setting of different structures and metropolitan models, as well as different setting of multi-level governance, from local neighborhoods to provincial-level states and nation-states. To deepen democracy and, at the same time, to operate successfully in a globalizing world, there is a need for cities to establish both vertical and horizontal relations with different actors. Over the past decade, led by UN-Habitat, UCLG, ICLEI, and other players, urban questions have become increasingly important in the global arena. Metropolis has the potential to be a major player in this global urban space. Through strategic engagement, and because of its broad brief, it has the potential to act with and for cities, beyond the tendency of international organizations to focus on single-issue concerns.

Governance both at global and local level and policy development are always ongoing for cities. Creative ways must be found for the citizens to feel integrally part of the city where they live, work and pursue their daily lives on the basis of Metropolis Principles for Better Cities (see Appendix 1 and 2).

b. Developing urban capacities based on a knowledge platform of tools and resources

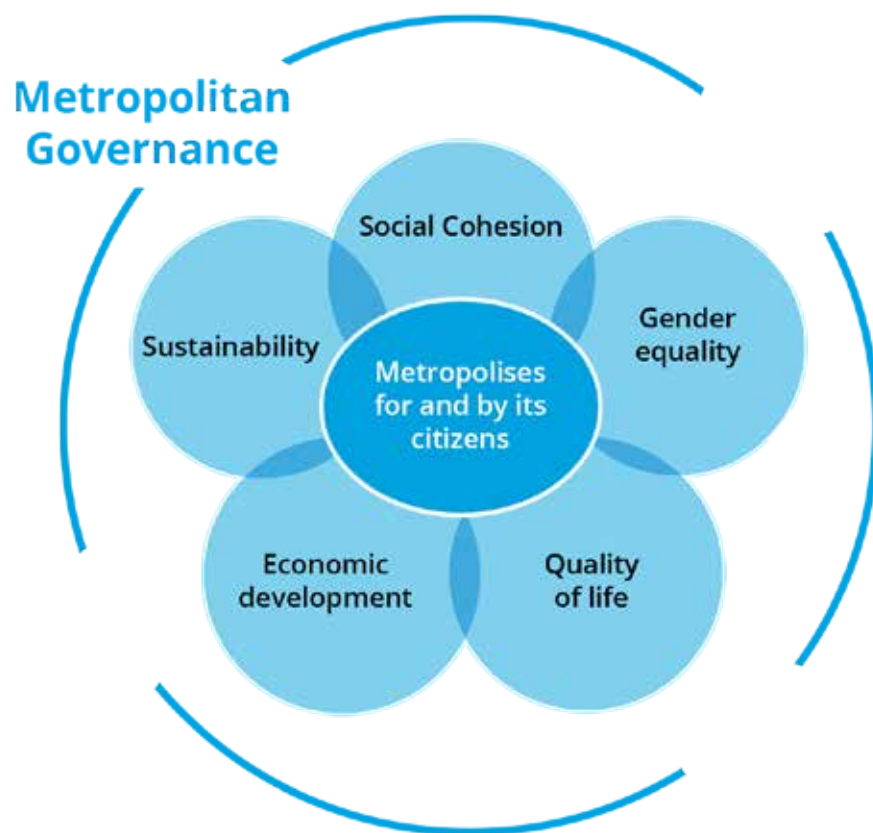
Capacity development is much more than technical training for city administrators (though this is important too). Human capacities are all those elements that make for enhanced quality of life. They range from vitality, the capacity to enjoy embodied life to the full; to relationality, the capacity to relate to others and to nature in a meaningful way; productivity, the capacity to reproduce the conditions of existence; and sustainability, the capacity to set up the conditions for enduring vitality, relationality and productivity. Metropolis has the potential to work across this broad range of capacities and strongly support urban capacity development through training, peer review processes, dialogue, and the provision of tested urban tools.

In this sense, tools need to be designed and implemented from a gender perspective that are integrated as tool kit that monitors, assesses the domains of quality of life in cities while providing guidance to practice, including project management. These tools need to enhance the standing of local people as citizens, and not just as consumers or clients. Metropolis has already developed a series of tools that when refined and applied systematically have the potential to guide urban practice in an exemplary way. Through these tools, Metropolis has the potential to be a major player in the urban governance space.

Capacities are also linked to other enabling condition, in particular securing resources and negotiating mandates.

2.3. Focusing on a Set of Orienting Themes

Within that overall vision based on establishing an engaged metropolitan governance platform, Metropolis will focus on four themes and a fifth theme which encompasses the others. Singularly and together these themes are treated as the highest current priority for the organization. Policy and practice in relation to these themes will draw upon the Sustainable Development Goals and the New Urban Agenda. All five themes cross the domains of social life: ecology, economics, politics and culture (see Appendix 3).



Sustainability

Sustainability is usually defined in terms of being able to carry on, to endure, or to have a future. This is what can be called basic sustainability. Reducing pollution. Mitigating the 'excesses' of development. Keeping law and order. By contrast, vibrant sustainability requires defining the terms and conditions of what are positively good (hence our 'Principles for Better Cities'). It entails projecting practices for achieving the enduring future of those conditions (hence our emphasis on good metropolitan governance). For example, it is critical to develop new models of production and consumption, models that might guide a transition towards more sustainable and resilient metropolitan areas. In this process, there is the need to think beyond treating sustainability with an overriding ecological orientation. It is also important to think in terms of other domains of sustainability—economic sustainability, political sustainability, and cultural sustainability—from a gender approach.

Social Cohesion

Social cohesion describes the important condition and process of ‘bringing’ people together in dialogue and productive interchange without seeking to overcome or dissolve their existential differences. In these terms, advocating social cohesion and celebrating difference are possible at the same time. Indeed, in a globalizing world with increasing encounters across boundaries of difference, this is a positive combination. This is a broad process. Local and metropolitan governments ‘are on the front lines of managing social diversity’.

Economic development

The economic development of metropolitan areas is one element of a city’s prosperity, where prosperity is understood as gender equality, an equitable social condition of wellbeing, placing care works at the center of economic policies. Prosperity involves the creation of a basic material quality of life for all citizens. Here Metropolis takes seriously the direction that the UN-Habitat City Prosperity Index is taking to treat prosperity as a condition that requires comprehensive considerations, where economic development is linked to economic, political and cultural questions.

Gender equality

As stated in the Sustainable Development Goals, ‘gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world’. It is necessity to develop and strengthen actions, processes and policies on gender equality to create cities that include every voice and experience—both women and men, as well as those who choose other gendered identities. Here equality does not equate with ‘identity’ or ‘sameness’, nor can it be reduced to equality of economic income. Gender equality crosses all the domains of social life.

Quality of life

A good quality of life is the outcome of multiple dimensions of social life affecting communities, families and individuals: vitality, relationality, productivity and sustainability. There is a vast literature on assessing quality of life. One basic index is the Human Development Index. In the approach that we take here quality of life depends, among other factors, upon sustainability, social cohesion, economic prosperity and gender equality.

Metropolis thus conceives good cities as places that promote and ensure the self-development of all their citizens, using approaches that bridge innovation and civic participation, taking into consideration intergenerational and intersectional perspectives, to bring solutions to daily issues and influences their quality of life. This embraces the principles of right to the city, caring cities, Living together, *buen vivir*, and human cities. The new vision of the Association provides metropolitan governments with a focus to face the challenges posed by a world in constant transformation.

3. STRATEGIC OBJECTIVES AND ACTION LINES

Strategic objectives:

In line with the association's mission and vision, as well as the New Urban Agenda and the Sustainable Development Goals:

- a. To advance metropolitan interests.
- b. To improve the performance of metropolises.

As a global platform supporting the exchange of experiences and knowledge on metropolitan governance, Metropolis creates direct connections and partnerships between cities and organizations and develops a community-of-cities network. It facilitates these exchanges by supporting city-to-city exchanges and learning through its access to a great diversity of metropolitan governance models across all world regions. Metropolis therefore acts as an important promoter of evidence-based positive change: building technical capacities, giving visibility and global projection to cities and political leaders, and helping to improve metropolises' public policies.

These objectives are materialized in the two action-lines:

1. Conducting effective urban diplomacy and advocacy on metropolitan issues and principles; and
2. Contributing to the strengthening of urban capacities for good metropolitan governance, including by designing and using an agreed set of integrated urban tools.

A third action-line concerns the internal functioning of the Association:

3. Developing a strong, consultative and sustainable internal governance culture.

Following are the objectives, measures and outcomes arising from the three action lines.

Action Line 1

Conducting effective urban diplomacy and advocacy on metropolitan issues and principles

Specific objectives:

- To actively enter into global and national debates, based on an agreed set of principles about what constitutes a positive quality of life for all citizens and a narrative about good engaged metropolitan governance.

- To host an ongoing process of debate among our members to confirm and refine an agreed set of guiding principles for engaged metropolitan governance.
- To increase the tempo and quality of Metropolis's engagement in global debates on metropolitan issues, including in relation to engaged metropolitan governance.
- To be involved in setting the global agenda by liaising with the United Nations and other relevant organizations.
- To position Metropolis as an international leader in gender in urban policies, aligned with the political agenda of the association.
- To highlight the key role that the Association plays for its members in the global community.
- To foster the global connections and internationalization of our membership in way that enhances their inter-city engagement.
- To strengthen the network of external partners, and to better position Metropolis in relation to those partners, including through contributing to their initiatives.
- To enhance the resources of Metropolis via partnerships with other organizations and potential sponsors

| CODE | MEASURE | OUTCOMES AND DELIVERABLES |
|------|--|---|
| L1M1 | That global political events, themes, and issues have been closely followed, and responses have been assessed and prioritized for taking up through focused urban diplomacy. | <ul style="list-style-type: none"> • Calendar of international events • Publications "Voice of the Mayors" as samples of the legacy from the mayors of the major metropolises • Political or technical presence at relevant international events |
| L1M2 | That a common political discourse on key metropolitan topics and a common set of principles have been regularly debated, agreed upon, and communicated widely | <ul style="list-style-type: none"> • Metropolis position papers on key issues related to metropolitan governance. • Political debates within Metropolis annual events regarding major themes. |
| L1M3 | That Metropolis both influences the global agenda championing metropolitan governance with a gender perspective and incorporates the main ideas of the gender global agenda in its political agenda. | <ul style="list-style-type: none"> • All Metropolis position papers and outcomes on key issues related to metropolitan governance include a gender approach. • Gender parity at Metropolis events and debates, especially in terms of speakers. • At least one specific event on gender included in the program of Metropolis annual meetings. • Liaison with other partners to force debates about the inclusion of gender vision into local policies. |
| L1M4 | That a youth-sensitive perspective is taken in entering into Metropolis debates and outcomes on metropolitan governance and governance from a metropolitan approach. | <ul style="list-style-type: none"> • Liaison with partners and potential partners aiming to advocate for the inclusion of youth perspective in urban policies. |
| L1M5 | That a lobbying strategy has been designed that champions Metropolis position on different metropolitan concerns. | <ul style="list-style-type: none"> • Lobbying strategy agreed by the Board of Directors. |

| CODE | MEASURE | OUTCOMES AND DELIVERABLES |
|------|---|--|
| L1M6 | That a global partnership strategy vis-à-vis other networks and actors is established that lays down the broad lines of work. | <ul style="list-style-type: none"> • Annual strategic partnership plans (2018-2019-2020) • Annual strategic partnership reports (2018-2019-2020) |
| L1M7 | That Metropolis contributes actively to UCLG and the Global Taskforce, whilst being treated as key partners. | <ul style="list-style-type: none"> • Contributions to the Global Taskforce: events, papers, etc. • Political / Technical presence at UCLG and GTF events |
| L1M8 | That relations are systematically forged with specialized media to disseminate Metropolis knowledge and positioning. | <ul style="list-style-type: none"> • Institutional promotion kit taking into account regional specificities and targets • Presence in specialized Media |

Action Line 2

Contributing to the strengthening of urban capacities for good metropolitan governance, including by designing and using an agreed set of integrated urban tools

Specific objectives:

- To develop Metropolis as an active space for enquiry and learning on the continuities and transformations, challenges and possibilities, in contemporary urban and metropolitan life today.
- To maintain an active involvement in translating, debating, and monitoring the implementation of the Habitat III New Urban Agenda and the 2030 Agenda for Sustainable Development, as well as other global agendas.
- To make available information that lies within the Association to all its members and partners, facilitating their capacity to capitalize on their knowledge and experience.
- To facilitate knowledge exchange on successful policies and experiences in members.
- To support the improvement of the skills and capacities of policy-makers and practitioners from Metropolis members.
- To facilitate both gender and youth perspectives into Metropolis discourse.

| CODE | MEASURE | OUTCOMES AND DELIVERABLES |
|------|---|--|
| L2M1 | That an agreed number of pilot projects are collaboratively implemented by members, in accordance with Metropolis vision. | <ul style="list-style-type: none"> • Annual narrative and financial reports of the 6 approved pilot projects and a final report • Execution of 6 pilot projects, one per main strategic theme, led by a member and transferred to other metropolises |

| CODE | MEASURE | OUTCOMES AND DELIVERABLES |
|------|--|--|
| L2M2 | That the outcomes of all Metropolis projects and initiatives are actively considered as a whole through a process choreographed by the Metropolis Secretariat General to ensure the transferability and dissemination of those outcomes. | <ul style="list-style-type: none"> • Knowledge management strategic plan • Metropolis Observatory • Policy Transfer Platform • Metropolis website • Establishment of reference frameworks which are helpful for members in governing and managing metropolises |
| L2M3 | That the Metropolis Observatory and the Policy Transfer Platform are placed at the centre of the association as key means to learn and share models and specific experiences, as well as tools about engaged metropolitan governance. | <ul style="list-style-type: none"> • At least one issue paper on key themes related to metropolitan and/or urban governance • Progress updates of the Policy Transfer Platform in terms of: number of case studies from members as well as number of new experts and interactions among them • One annual event of the Metropolis Observatory • Metropolis Observatory website |
| L2M4 | That the City Managers Community is developed as an interactive platform that encourages debate and allows practitioners to easily connect with each other. | <ul style="list-style-type: none"> • Annual events of city managers in collaboration with key partners. • Recommendations resulting from the key discussions conducted by city managers participating at the annual sessions • Dissemination of the recommendations and outcomes |
| L2M5 | That a full gender-sensitive and effective plan on learning and capacity building (including Metropolis International Training Institute) is created, framed by the Metropolis vision and using Metropolis tools. | <ul style="list-style-type: none"> • Annual gender-sensitive and effective plan on learning and capacity building • Calendar of events and training program |
| L2M6 | That an agreed set of metropolitan governance tools are made available to city members, and support is actively given for their use in monitoring and assessing quality of life in those cities. | <ul style="list-style-type: none"> • Metropolis Observatory and Policy Transfer Platform as a metropolitan governance toolkit. |
| L2M7 | That partnerships are set up with thematic networks, key research centres and academics, and that these relationships are active and engaged, contributing to systematizing existing Metropolis knowledge, and creating new knowledge. | <ul style="list-style-type: none"> • Annual strategic partnership plans (2018-2019-2020) • Calendar of events and training program |
| L2M8 | That collaborative forums are developed and supported as the way of bringing together mayors, urban practitioners, research centres and academics. | <ul style="list-style-type: none"> • Political and technical gatherings addressing key issues for our members, particularly annual meetings and triennial congresses |

| CODE | MEASURE | OUTCOMES AND DELIVERABLES |
|-------|---|--|
| L2M9 | That central knowledge spaces are created and fostered concerning gender-sensitive policies. | <ul style="list-style-type: none"> • Gender-sensitive technical and academic events within the framework of annual events |
| L2M10 | That a youth perspective on the metropolitan governance is actively encouraged and integrated into Metropolis thinking and practice. | <ul style="list-style-type: none"> • Mapping of members with regard to projects of generational change in metropolitan governance and ways to include youth perspective in the design of local policies • Dissemination of knowledge and experiences of members through Metropolis media channels • Actions to share knowledge and experiences among members and partners |
| L2M11 | That an engagement with the Metropolis Urban Innovation Community, building on the Guangzhou Urban Innovation Award and Institute initiatives, is maintained. | <ul style="list-style-type: none"> • Strategic plan between Guangzhou and the SG relations regarding the Urban Innovation Community project. • Annual financial contribution from Guangzhou to the Secretariat General in the framework of Metropolis Urban Innovation Community agreement. |

Action Line 3

Developing a strong, consultative and sustainable internal governance culture

Specific objectives:

- To foster the creation of solid and continuing connections among our members while building a multi-nodal city network.
- To assert the key role of the Secretariat General as the main node of the association that drives most strategies and projects.
- To strengthen the statutory bodies of the association.
- To underline and better communicate the benefits offered by Metropolis to its members.
- To be a more gender-sensitive organisation.
- To guarantee transparency of the association at both financial and operative levels.

| CODE | MEASURE | OUTCOMES AND DELIVERABLES |
|------|---|---|
| L3M1 | That the responsibilities of each statutory body of the Association are defined, particularly the role of Regional Secretaries. | <ul style="list-style-type: none"> • Document of Regional Secretaries, Co-Presidencies and Regional Vice Presidencies roles. |

| CODE | MEASURE | OUTCOMES AND DELIVERABLES |
|------|---|--|
| L3M2 | That five regional agendas are agreed in line with the global strategy of Metropolis. | <ul style="list-style-type: none"> • 5 regional agendas on an annual basis designed and implemented by the Regional Secretaries and the Secretariat General |
| L3M3 | That a strategy is developed to improve relationships among Metropolis key actors. | <ul style="list-style-type: none"> • Mapping of members according to their involvement, fee payment, etc. • Mapping of partners and potential partners. • Communication kit highlighting the benefits of belonging to the association |
| L3M4 | That an internal and external communication plans, sensitive to gender relations, are designed and implemented. | <ul style="list-style-type: none"> • Internal communication plan containing process map • Annual communication plan including actions and a calendar |
| L3M5 | That a fundraising strategy is laid out and effectively implemented. | <ul style="list-style-type: none"> • Fundraising strategy • Collaboration agreement between the World Secretariat of UCLG and Metropolis in the framework of the operating grant from the European Commission and the strategic partnership agreement |
| L3M6 | That the financial and operational activities of the Association are transparent and fair. | <ul style="list-style-type: none"> • Financial, management and accountability systems fully implemented • Compliance strategy and system • Metropolis Ethical Code • Clear and effective administrative procedures manual • Biannual and Annual financial reports and strategic budgets • Annual budget forecast |
| L3M7 | That the re-organization of the Secretariat General in Barcelona is effected aligned with the strategic objectives of the Association. | <ul style="list-style-type: none"> • Metropolis Secretariat General organization chart • Clear job description for each position at the Secretariat General • Internal organisation based on a project management approach • Development of follow-up mechanisms to implement the 2018-2020 Metropolis Action Plan |
| L3M8 | That gender-mainstreaming approach is applied across the organization, including in the planning and execution of strategies and activities of the Association, and in the use of gender-inclusive language in official documents and communications. | <ul style="list-style-type: none"> • Annual reports highlighting main achievements on the inclusion of gender-mainstreaming in Metropolis |

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- Metropolis Principles for Better Cities (*These principles were developed by Metropolis over an extended consultation process, based first on the work of the Metropolis Framework Taskforce (2012–2014), then reoriented for the 'No Regrets' Initiative (2013–2014), and refined during the PrepCity Process (2015–2016). The principles are never intended to be fixed, but rather to be regularly revisited and revised in the light of dialogue and debate*)

5. APPENDICES

Appendix 1. Principles for Better Cities*

* These principles were developed by Metropolis over an extended consultation process, based first on the work of the Metropolis Framework Taskforce (2012–2014), then reoriented for the 'No Regrets' Initiative (2013–2014), and refined during the PrepCity Process (2015–2016). The principles are never intended to be fixed, but rather to be regularly revisited and revised in the light of dialogue and debate.

Economic Principles

Urban settlements should be based on an economy oriented towards social needs:

1. With production and resourcing in cities re-oriented from an emphasis on production for global consumption to an economics for local living. The cities of tomorrow should ensure that economic production is socially and environmentally sustainable;
2. With urban financial governance moved towards participatory budgeting on a significant proportion of the city's annual infrastructure and services spending. Appropriate financing is an essential precondition for sustainable urban development;
3. With regulation negotiated publicly through extensive consultation and deliberative programs, including an emphasis on regulation for resource-use reduction;
4. With global consumption reduced and shifted away from those goods that are not produced regionally or for the reproduction of basic living—food, housing, clothing, music and so on;
5. With an emphasis on employment opportunities for all. As part of this, we need to recognize that the informal sector and sharing economy provides indispensable income opportunities for urban inhabitants in many cities;
6. With technology used primarily as a tool for good living, rather than a means of transcending the limits of nature and embodiment. Cities should facilitate clean technologies through improved framework conditions, especially for small and medium-sized companies. New technologies and digitalization processes should not lead to digital segregation and reduced data protection. It is important that 'digital solutions' successfully meet social requirements and that these solutions can be integrated in comprehensive, sustainable approaches geared towards the public benefit; and
7. With the institution of re-distributive processes that break radically with current cycles of inter-class and inter-generational inequality, including through the provision of basic services to all.

Ecological Principles

Urban settlements should have a deep and integrated relationship with nature:

1. With urban settlements organized around locally distributed renewable energy, planned on a precinct-wide basis, and with existing buildings retrofitted for resource-use efficiency. Both climate change adaptation and mitigation should be addressed in an integrated manner, and mainstreamed in planning processes and policies, focusing in this area on energy supply and use;
2. With waterways returned as much as possible to their pre-settlement condition, flanked, where possible, by indigenous natural green-spaces re-established along their edges;
3. With green parklands—including areas which provide habitat for indigenous animals and birds, and function as natural carbon sinks—increased or consolidated within the urban area, connected by further linear green ribbons. It is essential to consider city-hinterland linkages and to preserve and strengthen and recover urban ecosystems, which and help reduce greenhouse gas emissions;
4. With urban settlements organized into compact regional clusters around natural limits and fixed urban-growth boundaries to contain sprawl; and with mixed-use growth zones of increased urban density within those urban settlements focussed on public transport nodes while generating affordable housing. An integrated urban and territorial development approach that fosters cross-sectoral co-ordination and co-operation among cities and towns, and within and across territories, is critical to containing sprawl;
5. With paths for walking, lanes for non-motorized vehicles, and corridors for sustainable public transport, given spatial priority over roads for cars, and with those dedicated paths networked throughout the city. The cities of tomorrow should provide universal access to safe, sustainable and affordable transport for all. Mobility is an essential factor of quality of life, participation and economic prosperity, however, to reduce unnecessary everyday extended commuting, workplaces need to be brought back into closer spatial relation to residential areas (while taking into account dangers and noise hazards through sustainable appropriate building regulations);
6. With food production invigorated in the urban precinct, including through dedicated spaces being set aside for commercial and community food gardens. At the same time, strengthening rural-urban linkages is particularly crucial to support sustainable food security and to ensure the equitable distribution of resources. Food losses and waste must be minimized while opportunities for the recirculation of nutrients need to be increased; and
7. With waste management directed fundamentally towards green composting, hard-waste recycling and hard-waste mining. As part of the management of waste, cities should promote the development of a green and inclusive circular economy.

Political Principles

Urban settlements should have an active emphasis on engaged and negotiated civic involvement:

1. With governance conducted through deep deliberative democratic and evidence-based processes across all levels of government that bring together comprehensive community engagement, expert knowledge, and extended public debate about all aspects of development, Visionary planning and the engagement of all relevant stakeholders in decision-making processes is required as is a strengthening of the capacities of local governments to collect, analyse, evaluate and use local data;
2. With legislation enacted for socially just land-tenure, including, where necessary, through municipal and state acquisition of ecologically, economically and culturally sensitive areas;
3. With public non-profit communication services and media outlets materially supported and subsidized where necessary;
4. With political participation and representation going deeper than electoral engagement. Instruments to strengthen urban citizenship, such as residence-based political rights will be crucial;
5. With basic security afforded to all people through a shift to human security considerations. Cities should also be safe and livable for all. Resilient urban development, including anticipatory disaster risk management is thus critical for sustainable development;
6. With reconciliation with Indigenous peoples and marginalized peoples becoming an active and ongoing focus of all urban politics. Cities should actively mobilize and reach out to marginalized groups, children and youth to facilitate their political participation; and
7. With ethical debates concerning how we are to live becoming a mainstream requirement at all levels of education and in all disciplines from the humanities to medicine and engineering.

Cultural Principles

Urban settlements should actively develop ongoing processes for dealing positively with the uncomfortable intersections of identity and difference:

1. With careful public recognition of the complex layers of community-based identity and cultural diversity that have made the urban region what it is, recognizing differences of belief and language, including cross-cutting customary, traditional, modern and postmodern identities. Cities should counteract any form of social and spatial segregation, exclusion and discrimination, especially in but not limited to informal settlements and other marginalized neighborhoods. Cities should integrate all into the possibilities of social life.

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2. With the development of consolidated cultural activity zones, emphasizing active street- frontage and public spaces for face-to-face engagement, festivals and events—for example, all new commercial and residential apartment buildings should have an active ground floor, with part of that space zoned for rent-subsidized cultural use such as studios, theatres, and workshops;
 3. With museums, cultural centres and other public spaces dedicated to projecting the urban region’s own cross-cutting cultural histories—public spaces which at the same time actively seek to represent visually alternative trajectories of urban development from the present into the future;
 4. With locally relevant fundamental beliefs from across the globe (except those that vilify and degrade) woven into the fabric of the built environment: symbolically, artistically and practically;
 5. With conditions for gender equality pursued in all aspects of social life, while negotiating relations of cultural inclusion and exclusion that allow for gendered differences;
 6. With the possibilities for facilitated enquiry and learning available to all from birth to old age across people’s lives; and not just through formal education structures, but also through well- supported libraries and community learning centres. More specifically, there is a need for facilitated learning at the city governance level. For example, project-preparation facilities should be established that put a strong emphasis on capacity development with regards to infrastructure planning, budgeting and implementation; and
 7. With public spaces and buildings aesthetically designed and actively curated to enhance the emotional wellbeing of people, including by involving local people in that design and curation.

Appendix 2. Capacities for Better Cities

The central capacities for the flourishing social life of metropolises range from *vitality*, the capacity to enjoy embodied life to the full; to *relationality*, the capacity to relate to others and to nature in a meaningful way; *productivity*, the capacity to reproduce the conditions of existence; and *sustainability*, the capacity to set up the conditions for enduring, and therefore good vitality, relationality and productivity that extends over time. Table 2 summarizes this framework.

Table 2. Social Capacities for Positively Engaging in Social Life

| SOCIAL CAPACITIES | DEFINITIONS | SUBDOMAINS | OUTCOMES |
|--------------------------|--|--|--|
| 1. Vitality | The capacity to enjoy embodied life to the full, where the concept of 'enjoyment' does not depend on the contemporary thin concept of 'happiness'. | <ul style="list-style-type: none"> • Health and Wellbeing • Strength and Vigour • Emotion and Feeling • Dignity and Recognition • Integrity and Consonance • Security and Safety • Sensuality and Sexuality | <ul style="list-style-type: none"> • Healthy Cities • Liveable Cities |
| 2. Relationality | The capacity to relate to others and to nature in a meaningful way, recognizing the complexity of difference; to negotiate and establish regimes of mutual care, trust, and reciprocity. | <ul style="list-style-type: none"> • Communication and Dialogue • Affinity and Reciprocity • Care and Trust • Justice and Truth • Reconciliation and Negotiation • Faith and Love • Conviviality and Hospitality | <ul style="list-style-type: none"> • Caring Cities • Inclusive Cities • Just Cities • Peaceful Cities • Information Cities • Networked Cities |
| 3. Productivity | The capacity to bring things into existence, including objects, ideas, processes and events—that is, the capacity to reproduce the basic conditions of a flourishing existence. | <ul style="list-style-type: none"> • Learning and Teaching • Knowing and Comprehending • Practicality and Technique • Vocation and Labour • Imagination and Creativity • Enquiry and Vision • Innovation and Change | <ul style="list-style-type: none"> • Prosperous Cities • Learning Cities • Smart Cities • Innovative Cities • Knowledge Cities |
| 4. Sustainability | The capacity to adapt to change, recover and flourish in an enduring way, particularly in the face of social forces that threaten basic conditions of social life. | <ul style="list-style-type: none"> • Resilience and Flexibility • Adaptation and Limitation • Receptiveness and Responsiveness • Resolution and Endurance • Commitment and Purpose • Stewardship and Custodianship • Stability and Continuity | <ul style="list-style-type: none"> • Sustainable Cities • Resilient Cities • Adapting Cities • Carbon-Neutral Cities |

Appendix 3. Domains of Social Life

The Metropolis approach places *engaged metropolitan governance* within a holistic and integrated framework, where any urban issue can be taken on specifically and in a focused way, while that issue continues to be understood as connected to the full circle of social life. Around the circle, our four broad focus areas are directed to the common goal: *to co-create caring sustainable cities where metropolises are built by and for its citizens to enhance the quality of life of all.*

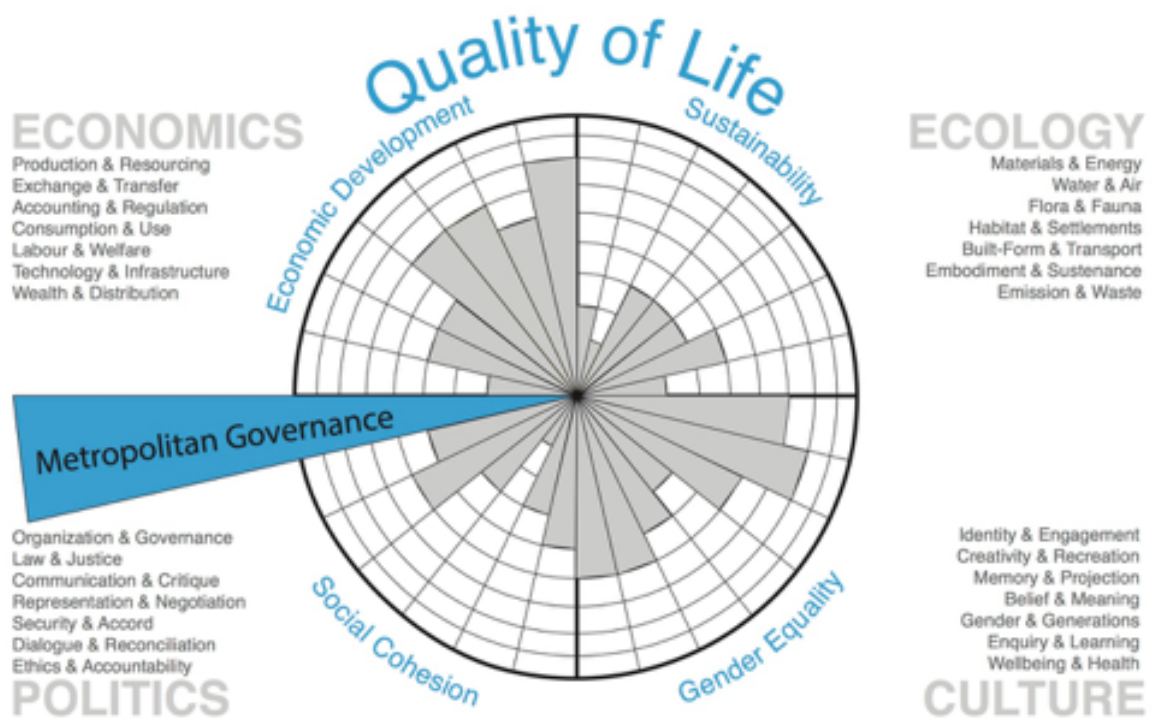


Figure: The Metropolis Vision in Relation to all Domains of Social Life

Ecology

The ecological is defined as a social domain that emphasizes the practices, discourses, and material expressions that occur across the intersection between the social and the natural realms.

This includes focusing on the important dimension of human engagement with and within nature, ranging from the built-environment to so-called 'wilderness' areas. This means that the ecological domain focuses on questions of social-environmental interconnection, including human impact on, and place within, the environment from the unintended consequences of living on the planet to issues of the built-environment.

Economics

The economic is defined as a social domain that emphasizes the practices, discourses, and material expressions associated with the production, use, and management of resources.

Here the concept of 'resources' is used in the broadest sense of that word, including in settings where resources were/are not instrumentalized or reduced to a means to other ends, including accruing exchange value. Although the domain of economics was only abstracted as a named and begun to be practiced as a separate domain in the early modern period, previously deriving from the Greek *oikonomia*, meaning 'household management', this definition allows it to be used across different places and times.

Politics

The political is defined as a social domain that emphasizes practices and meanings associated with basic issues of social power as they pertain to the organization, authorization, legitimation and regulation of a social life held-in-common.

The parameters of this area thus extend beyond the conventional sense of politics to include social relations in general. They cross the public/private divide; itself in formal terms a modern construct. The key related concept here is a 'social life held-in-common'. Not everything that is done in the private or public realm is political just because it may have consequences for issues of the organization, authorization, legitimation and regulation of a social life held-in-common.

Culture

The cultural is defined as a social domain that emphasizes the practices, discourses, and material expressions, which, over time, express continuities and discontinuities of social meaning of a life held-in-common.

The concept of 'culture' had its beginnings in agriculture and cultivation, with subsidiary senses of 'honour with worship' of *cultura*, which in the sixteenth century were linked to understanding of human growth and development.

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