

Five metropolitan approaches to international action

Authors

Paradiplomacia.org team: Cristian Díaz, Frank Huallpa, Nicolás Mancini, Yamila Solano, Daniel Anaya Vargas.

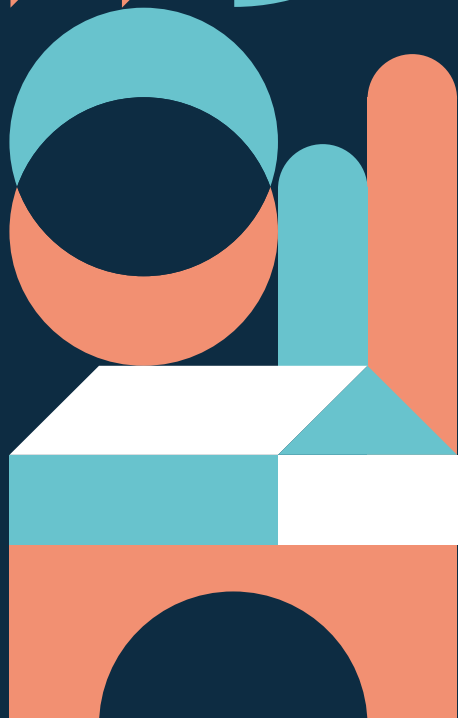
--

Acknowledgements

This publication has been funded by the Barcelona City Council.

Translation from Spanish: Interidea.

Edited by the Metropolis Secretariat General staff: Lia Brum, Eleonora Fiori, Helena Rami.



This work is licensed under the Creative Commons Attribution-NoComercial-CompartirIgual 4.0 Internacional. To see a copy of this licence visit: <https://creativecommons.org/licenses/by-ncsa/4.0/>

Suggested citation: *Metropolis (2022). Five metropolitan approaches to international action. Comparative metropolitan studies.*

In today's globally interconnected world, citizens are moving towards a metropolitan future, in which large cities and their adjoining territories have morphed into complex urban agglomerations with unprecedented economic, social and cultural diversity. The inhabitants of these urban spaces carry out their daily lives across a number of different jurisdictions as they live, work, shop or access services.

Crises such as the Covid-19 pandemic and climate change have shown that the fate of the people who live in cities is increasingly interconnected. Solidarity and cooperation are therefore the main tools that these urban areas have to solve the common problems that arise from events that go beyond the borders of territorial governments.

Metropolitan spaces come together and work jointly with neighbouring regions as a proper tool to generate consensus or points of agreement in favour of sustainable development. However, in many cases, urban areas are internationalised without a strategic vision, without a consolidated characterisation or cultural recognition, and without proper coordination with other agents in the territory.

Recognition of the internationalisation process in metropolitan spaces is therefore a fundamentally important topic for analysis, due to its multifaceted and cross-cutting impact on aspects such as economic development, attracting investment and talent, tourism, mobility, the organisation of international events, territorial marketing, sustainability and urban resilience, among others. To highlight the internationalisation process is, therefore, fundamental to local development in a collaborative manner.

This study details the international action taken by five metropolitan areas where Metropolis active members are working —Barcelona, Casablanca, Guangzhou, Medellín and Montréal. It acknowledges the characteristics of each city that contribute towards attracting resources and improving their image as an international metropolis by saving the development and the importance of the respective institutions that have promoted strategic and coordinated internationalisation process, as well as their work developing infrastructures that drive forward development.

Opportunities for productive exchange, synergies and connections at an international level should be recognised not as an end in themselves, but as tools that can promote sustainable development. There is no homogeneous process that can be applied to every metropolitan area. The cultural and historical aspects that define the identity of the areas within each region must be considered alongside economic matters.

This new publication in our series of comparative metropolitan studies aims to contribute to the analysis of the metropolitan impact of international action by local governments, and aims to encourage study and reflection on the leadership within these spaces and the coordination between the actors in each area. In addition, this document is presented as an instrument to bolster the strategies and actions carried out by Metropolis members in their processes of internationalisation, by highlighting good practices and opportunities for improvement.



Octavi de la Varga

Metropolis Secretary

General

03

Introduction

06

Barcelona. A global metropolis

- 07 A metropolitan vision with international projection
- 08 Greater Barcelona
- 08 Clear goals and synergies in a cosmopolitan ecosystem

11

Casablanca. Morocco's financial capital

- 12 How the Casablanca-Settat metropolitan area was formed
- 13 Actions to improve the territory's appeal
- 14 Casablanca-Settat, building a business ecosystem in the region

16

Guangzhou. City diplomacy under the principle of “one country, two systems”

- 17 A megacity between megacities
- 17 City of Flowers: the internationalisation of an economic powerhouse
- 19 Synergies in the megalopoli

21

The Metropolitan Area of the Aburrá Valley. Strategic connections

- 22 The heart of the Aburrá Valley
- 23 From Medellín to the world: the internationalisation of the metropolitan area
- 24 Multi-stakeholder and multi-level capacity, and local governance

27

Montréal. Metropolitan internationalisation through citizen diversity

- 28 A consolidated economic hub
- 29 Economic, sociocultural and scientific positioning
- 30 Leading metropolitan governance

33

Final conclusions

36

Bibliography

Barcelona.

A global metropolis

Throughout its history, the city of Barcelona has undergone the intense experience of a global, cosmopolitan city that is open to the world. As a sign of the forward-thinking nature of its members, Barcelona City Council began a strategic process of international positioning some time ago, making the most of its positive characteristics and potential to become a leading city in the Mediterranean, Europe and the world. This city is aware of the challenges, but, above all, of the opportunities presented by the growth of its metropolitan area, in urban, social and economic terms. Accordingly, Barcelona City Council's International Relations Master Plan 2020-2023 sets its sights on the future vision for the Greater Barcelona area, regardless of the administrative borders between municipalities.

A metropolitan vision with international projection

Located on the shores of the Mediterranean Sea, Barcelona is one of the largest metropolitan municipalities in Spain, with a population of 1,608,746 and a metropolitan area inhabited by 3,239,337 people. The city stands out as a key proponent of municipalism at a European and international level, staking its claim as the “World Capital of Municipalism” (Barcelona City Council, 2021). With an unequivocally progressive perspective and the leadership of Mayor Ada Colau, the city government looks to the future determined to face up to the three-fold threat posed by climate change, social issues and digital challenges, focusing on implementing projects with a positive impact on the life of people.

The aforementioned Barcelona City Council Master Plan, driven by the Department of International Relations, aims to fulfil cooperation objectives based on the United Nations 2030 Agenda. Within this framework of principles, the plan seeks to enhance interaction with Barcelona and the city’s impact on the world by taking part in a number of international events. The Plan aims to meet cooperation objectives based on the 2030 Agenda. Under this framework of principles, the plan is divided into five main areas of action and sets out its strategic objectives based on the 5Ps:

- **P1:** To strengthen strategic alliances, at a local and international level, and to showcase Barcelona, its citizens and municipal policies around the world.
- **P2:** To position Barcelona as a scientific and technological hub that encourages a people-first model of technological development, and that has an impact on the digital agenda and innovation both in Europe and internationally.
- **P3:** For the international action taken by Barcelona City Council to promote feminism, diversity and human rights, in order to contribute to European and global spaces and agendas that protect human rights, gender equality and recognise new digital and climate rights.
- **P4:** To promote a political and financial framework, in both a European and international sense, that encourages a model of fair ecological transition to the Barcelona Green Deal.
- **P5:** To bolster reforms to the multilateral system to make it more inclusive, making it possible for cities to participate actively on the international scene, and to protect the interests of Barcelona and its inhabitants.

Barcelona City Council’s importance at an international level owes its success to identifying and making the most of different internationalisation tools. These include bilateral partnerships, channelled through twinning agreements and protocols, and cooperation/collaboration agreements with Mediterranean, European, African, American, Latin American and Asia Pacific cities (Barcelona City Council, 2021).

In addition, Barcelona City Council conducts multilateral relations by participating in far-reaching and relevant city networks. Actually, Barcelona stands out for being home to a large number of city organisations, such as United Cities and Local Governments (UCLG), Metropolis, Educating Cities, MedCities and the Ibero-American Centre for Strategic Urban Development (CIDEU) that launch and reinforce dynamics that facilitate the global positioning of the city. Furthermore, Ada Colau has recently taken over as European Vice Chair of the C40 Steering Committee, the first mayor of a Spanish city invited to participate in the United Nations climate conference (C40, 2021).

These actions in the international sphere have strengthened Barcelona’s role as a global player, with a voice that aims to be heard on the national, European and international stage. To achieve this, the government has decided to focus on the goals of peace, international cooperation and reducing economic and social inequality, basing its Master Plan on the 5Ps in the 2030 Agenda for Sustainable Development: Partnership and Alliances, Prosperity, People, Planet, and Peace.

By doing so, it aims to contribute towards meeting the 17 Sustainable Development Goals and, in order to strengthen its presence and international actions, it has placed emphasis on Partnership and Prosperity. Developing these two aspects reinforces strategic alliances at a local and international level while showcasing Barcelona around the world. The goal is to position the city as a scientific and technological hub, promoting digital and technological development and innovation. On the other hand, the People line objective is related to the idea of Barcelona as a diverse city that supports rights in terms of its international action.

Greater Barcelona

A metropolitan scope is one of the criteria for the design and implementation of innovative public policies that make it possible to solve current challenges and posit better future scenarios at an appropriate scale, while effectively integrating smaller areas and their unique characteristics.

In economic terms, the metropolitan area stands out as the focal point for development in both the province of Barcelona and Catalonia. The Barcelona Metropolitan Area is important because it produces 50.9% of Catalonia's GDP and employs 52% of workers in Catalonia. In addition, more than 10 million tourists visit the territory every year. However, according to data from 2011 on social issues, there is a poverty risk of 18.59% in the Barcelona Metropolitan Area.

Geographically, Barcelona Metropolitan Area is strategically positioned in southern Europe, and allows Spain to connect with the rest of the continent. Made up of 36 municipalities, Greater Barcelona is one of the largest metropolitan areas in Europe, and it is ranked eighth in terms of population (AMB, 2021a).

Taking these components into account, Barcelona City Council understands that an international action strategy must be developed from a metropolitan perspective and, in addition, must be “able to address the dual challenge of ensuring that Greater Barcelona cooperates and competes with the rest of the world” (Barcelona City Council, 2021). In this sense, the actions undertaken are based on bilateral and multilateral relationships that allow us to find inspiring and replicable practices in the context of the complex urban environment and fragmented administration that are common in most large metropolises in Europe and around the world.

Clear goals and synergies in a cosmopolitan ecosystem

Greater Barcelona is an area with local actors who shape and use their influence in what is known as a “global ecosystem”. In this ecosystem, two local government institutions that act in complementarity with Barcelona City Council stand out: the AMB, as a unique model of metropolitan governance, and the Barcelona Council, corresponding to the government of the province of the same name —which, in addition to the 36 metropolitan municipalities, includes another 275.

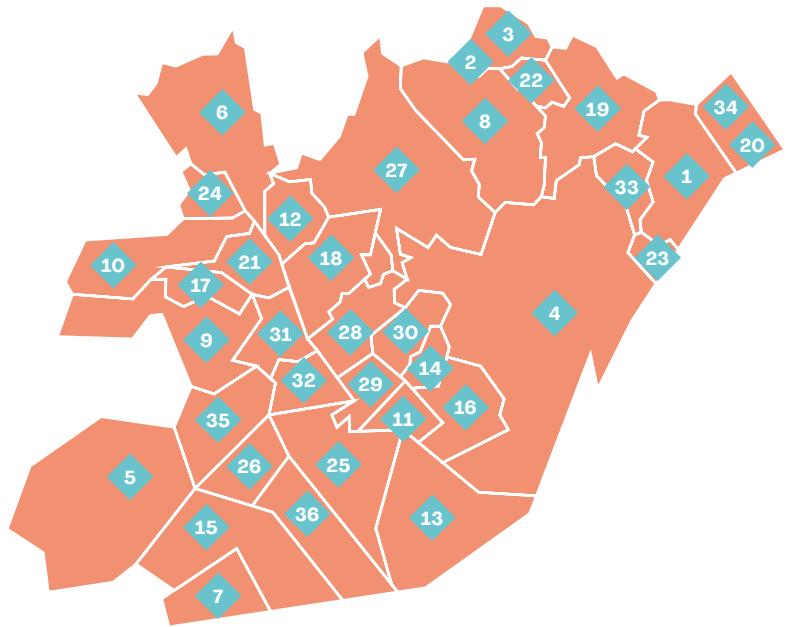


Image 1. Map of Barcelona and the 36 municipalities that constitute the Barcelona Metropolitan Area. AMB, n.d.

- | | |
|-------------------------------|-------------------------------|
| 1. Badalona | 19. Montcada i Reixac |
| 2. Badia del Vallès | 20. Montgat |
| 3. Barberà del Vallès | 21. Pallejà |
| 4. Barcelona | 22. Ripollet |
| 5. Begues | 23. Sant Adrià de Besòs |
| 6. Castellbisbal | 24. Sant Andreu de la Barca |
| 7. Castelldefels | 25. Sant Boi de Llobregat |
| 8. Cerdanyola del Vallès | 26. Sant Climent de Llobregat |
| 9. Cervelló | 27. Sant Cugat del Vallès |
| 10. Corbera de Llobregat | 28. Sant Feliu de Llobregat |
| 11. Cornellà de Llobregat | 29. Sant Joan Despi |
| 12. El Papiol | 30. Sant Just Desvern |
| 13. El Prat de Llobregat | 31. Sant Vicenç dels Horts |
| 14. Esplugues de Llobregat | 32. Santa Coloma de Cervelló |
| 15. Gavà | 33. Santa Coloma de Gramenet |
| 16. L'Hospitalet de Llobregat | 34. Tiana |
| 17. La Palma de Cervelló | 35. Torrelles de Llobregat |
| 18. Molins de Rei | 36. Viladecans |

In their own areas of competence, these actors are in charge of global insertion actions across the entire metropolitan space of Barcelona. Greater Barcelona therefore nourishes and shapes its internationalisation experience, creating spaces to coordinate and enhance the resources and capacities of the stakeholders who are active in the region.

As home to diverse international organisations, with whom it shares values and challenges to place the city on the global stage, Barcelona has been able to skilfully boost the public and private partnerships with the third sector. In this sense, Barcelona City Council has been able to build a leading position as the “Capital of the Mediterranean”, which in turn promotes and legitimises the role that all the actors in the Greater Barcelona area take on within this multilateral space. In fact, one of the expected results of its impact on these networks is the

positioning of the metropolitan area as a leading player on the global stage, through the exchange of experiences and good practices.

It is to be hoped that, with the goal of exchanging experiences and good practices, it will be possible to learn about other metropolitan areas, in order to continue to improve the visibility of the urban area and further empower it as a leading player on the global stage.

An excellent example of showing the benefits of good cooperation, coordination and support, both financially and in political/administrative terms, between the metropolitan areas and municipalities that make up Greater Barcelona, lies in its development plan for mobility, transport and sustainability. In 2020, Barcelona City Council saw a drop in public transport use and an increase in the use of private means of transport, due to the pandemic. This resulted in an increase in bicycle use, which has presented an unprecedented opportunity to consolidate the use of private transport and expand to 308

kilometres of cycle paths by 2024. The goal is to guarantee high-quality public space, a green city, and active and sustainable mobility, all through the involvement and commitment of citizens, who will all have a cycle path at a maximum of 300 metres from their home (Barcelona City Council, 2021). The action line for this policy falls under the P4 objective of the Master Plan¹.

Carrying out this project implies, as in all the others, the reconciliation and coordination of the different stakeholders involved in its implementation, to ensure that it is effective. In this sense, it is important that numerous grant agreements are signed to put cycle paths and other bicycle-friendly areas in place in the territory. It also requires the joint participation of Barcelona City Council, the AMB's international cooperation department, and institutional offices from other municipalities. Other institutions, such as the Metropolitan Transport Authority (ATM), transport federations and the Bicycle Working Group, which are all part of the Mobility Pact, are some of the other parts involved.



Barcelona City Council aims to have 308 kilometres of cycle lanes by 2023, which will mean that 95% of the city's population will have at least one cycle lane within 300 metres of their homes. Photo: Barcelona City Council.

¹ P4.2. To promote and support international initiatives that contribute to consolidating Barcelona as a leading city in the field of the green economy, mitigation and adaptation strategies, renewable energy and sustainable urbanism and mobility. Master Plan for International Relations 2020-2023, Barcelona Ciudad Global.

In addition, as members of the pact, these parts aim to expand and replicate the project throughout the territory, running events such as international bicycle congresses, specific days on mobility or cycling, and holding celebrations for World Bicycle Day or similar events. The aim is to raise awareness about the use of this means of transport among the audience in general, in any municipality, while encouraging development in the bicycle sector. Consequently, this project is an example of effective coordination between plans, projects and activities implemented at a metropolitan scale, while of course acknowledging the importance of municipalities in executing actions.

Barcelona City Council's ability to lead in the region can be summarised in the proposal put forward by Ada Colau, Mayor of Barcelona and President of the Metropolitan Council of the Metropolitan Area of Barcelona, to found metropolitan neighbourhoods. She has committed to providing around 85 million euros annually to this goal until the end of her term, since she has stated that her idea is to scale the project to the metropolitan area with the goal of reducing inequality (La Vanguardia, 2021). In addition, she also concluded that "we face challenges that require coordinated responses and collaborative metropolitan strategies" (Cities Today, 2021).

Also, in addition to its impressive capacity for action, Greater Barcelona stands out for the initiatives and projects it has carried out on environmental matters in the fight against climate change. Through its Climate Plan, Barcelona has planned 242 measures in relation to mitigating the effects of climate change, adapting, improving resilience, climate justice and encouraging citizen action (Climate Plan, 2018). This plan, which is compatible with the Paris Agreement, received awards for its comprehensive and cross-cutting approach in different areas and themes. As a result of this, Mayor Ada Colau was called an "incredible example" of climate action when she was invited to attend COP 26, thanks to her impact through actions including Barcelona Energy projects, super blocks and public housing. It is for this reason that, even when lacking resources, she emphasised that "if cities, with fewer powers than states, can make these transformations, then much more can be done" (Macedo, 2021).

In conclusion, the strategies implemented in recent years by Barcelona City Council to showcase the city internationally as a metropolitan leader have seen an impact at every level: national, regional and international. In turn, its leadership within Greater Barcelona's metropolitan space and the synergies created in the territory have allowed it to promote regional projects that are a benchmark in territorial integration and institutional organisation, in favour of building cities and work networks that offer a clear response to current challenges and prepare us to face the future.



The Climate Plan includes goals as recovering 100.000 m² of public space inside the L'Eixample's blocks, which would make every housing placed at a maximum distance of 200m from a green space. Photo: Barcelona City Council.

Casablanca. Morocco's financial capital

As part of the process of transformation from Greater Casablanca to the Casablanca-Settat metropolitan area —the result of the addition of five surrounding provinces—, efforts have been made to position the metropolitan area internationally as the financial capital of Morocco. The formation of institutions such as *Casablanca Events et Animation (CEA)*, *Centre Régional d'Investissement (CRI)*, *Casablanca Aménagement*, and initiatives such as *WeCasablanca*, among others, reflect this vision. The role of the CRI stands out as a legal, accounting and advisory nucleus for the creation of companies, and to approve investment projects in each of the provinces that make up the region.

How the Casablanca-Settat metropolitan area was formed

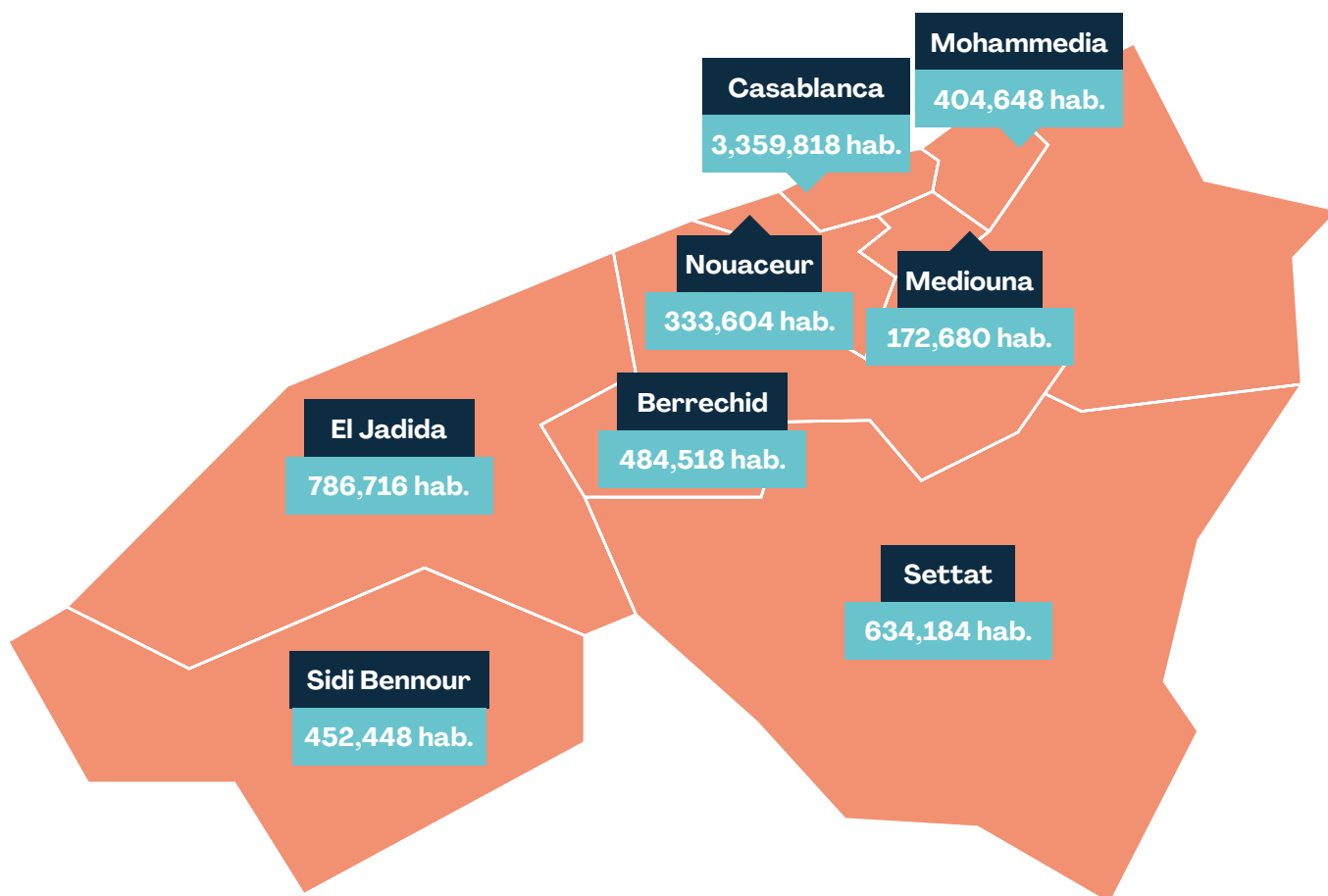
The evolution of the Kingdom of Morocco's territorial policy has been framed within an ambitious strategy that seeks local and redistributive development with an emphasis on sectoral and regional policies. The regionalisation process started by Morocco in 1971 entered its most advanced phase with the adoption of the new Constitution in 2011, which defines territorial scales and establishes the impact of decentralisation at every level of local government. The highlights are listed below (OECD, 2018):

- The region has greater powers than other subnational governments —prefectures, provinces and municipalities— in terms of economic development, and in relation to the design and implementation of territorial and regional plans.
- Increased administrative autonomy over local affairs, control and accountability.
- Powers of cooperation and association to implement projects, raise funds and promote solidarity between municipalities.

As a result of these changes in local governance, the following changes occurred: territorial redistribution, the introduction of direct choice, broader powers over economic development, and more financial and human resources for the new regions (OECD, 2018).

As part of the process of regionalisation, the former Greater Casablanca area joined five other surrounding provinces, forming a new region called Casablanca-Settat. In administrative terms, this region has two prefectures: Casablanca and Mohammedia. There are also seven provinces: Settat, El Jadida, Benslimane, Mediouna, Nouaceur, Berrechid and Sidi Bennour. At a municipal level, the region has 153 municipalities, 29 of which are urban and 124 rural.

According to the Casablanca-Settat CRI, the region currently accounts for one third of Morocco's Gross Domestic Product (GDP). It is an eminently industrial region that has large industrial zones of economic activity and company incubators that act as an attractive business environment for investors, in particular when financing their industrial and service activities.



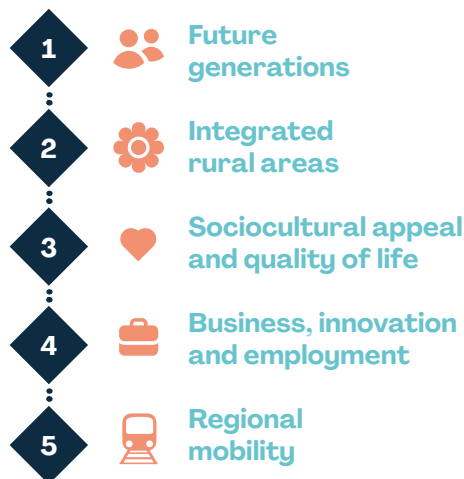
Estimate population of Casablanca-Settat by province in 2014.
Source: Wilaya in the Casablanca-Settat region.

The area's potential and strategic advantages are reflected in the public management of the region, which has designed proposals to appear more attractive, as well as constructing plans and policies with national and international visibility and impact. In this sense, under the leadership of the Ville de Casablanca, the regional government has undergone a real transformation by strengthening economic, cultural, social, and environmental matters, in addition to infrastructure.

In the Ville de Casablanca, it is possible to identify tools and actors that, at different levels of government, aim to strengthen coordinated work to reinforce a strategy that promotes the region and consolidates the city as a leading economic centre and hub for development in the North African country. Among the actions taken by local authorities for this purpose, is the establishment of the *Casablanca-Settat Regional Development Programme* (RDP), an instrument that serves as a reference for producing strategies and actions that maximise territorial development.

In the vision for the region established in the RDP, which is based on five action lines, one of the highlights is the emphasis on the economic and business appeal of the region.

Action lines of the Casablanca-Settat Regional Development programme



Another territorial planning instrument is the *Strategic Development Programme 2015-2020*, which builds a vision for the future of the city. Its objective is “to improve the quality of life of inhabitants, improve regional mobility, promote economic attractiveness and improve the business climate to turn the area into a leading figure at a national, continental and international level” (CRI, 2018).

Regional cooperation, the organisation of world-class events and the consolidation of an economic environment that is conducive to attracting investment are some of the innovative and global characteristics that act as a mechanism for territorial development and, in turn, have been consolidated through commitment to the development and consolidation of the metropolis, with support and contributions from different actors and levels of government. One of the highlights is the coordinated efforts of the services provided by the public body CRI, which was established in 2002 as a single intermediary between business founders and investors. An entire business ecosystem has been created under the direction of this body, offering training programmes that help consolidate a space that is conducive to business development and investment projects, all with the involvement of public, private and civil society bodies.

[...] **“to improve the quality of life of inhabitants, improve regional mobility, promote economic attractiveness and improve the business climate to turn the area into a leading figure at a national, continental and international level”**

CRI, 2018.

Actions to improve the territory's appeal

In order to consolidate Casablanca as an attractive destination for foreigners, have a positive impact on manufacturing sectors and become one of the main tourist destinations in the region, concrete regional and international cooperation actions were put forward, in addition to large infrastructure and urban modernisation projects through the limited company Casa Aménagement. The company is presided over by the governor of the Casablanca-Settat region. The projects that stand out most are the remodelling of the regional motorway R322, to the north of Casablanca-Settat, and the construction of the Grand Theatre of Casablanca. The first project aims to ensure the north of the region is better connected to the industrial area, while

the construction of the theatre aims to position the region as a leading cultural reference point in Africa. These actions are also an incentive to develop an international line of action within the framework of making the region more attractive.

In terms of economic matters, the promotion, transformation and increase of synergies between territories is highlighted, through actors such as the aforementioned Casablanca-Settat CRI. The organisation is a centre for investment, strengthening business and cooperation that links the opportunities and needs of private and public entities in the metropolitan area with the outside world, promoting strategies that revitalise and rebuild the potential of productive sectors that are key to local development, according to CasalInvest (2017). This includes:

- Tourism and leisure
- Sustainable development
- Energy
- Commerce
- Training
- Finances
- Logistics
- Agriculture
- Construction and public works
- Healthcare
- Industry
- NTIC and services

Another action related to broadening the region's reach, which aims to turn the Ville de Casablanca into a global city, is carried out by the private limited company Casablanca Events et Animation. This company is responsible for the international promotion of the region through the creation of the WeCasablanca brand, a marketing strategy for the area that has developed an annual promotion and communications programme that aims to promote the region's image and sectoral opportunities. The programme includes events such as the *Marathon International* and *Festival de Casablanca*, which aim to consolidate the city both as an attractive environment for businesses and give it an appealing image to investors, tourists and local residents.

International cooperation regarding urbanisation in Morocco means that the Ville de Casablanca prioritises broadening the region's reach as one of the main action lines for internationalisation. To this end, the company Casa Aménagement was founded, with the main purpose of managing infrastructure works in the Casablanca-Settat region. The projects managed by Casa Aménagement aim to improve access to

transport, while improving the quality of life of the people who live in the region. Both objectives allow the Casablanca-Settat region to stand out internationally.

Some of Casablanca's urban development at the beginning of the 21st century occurred thanks to international cooperation, as international organisations and European countries financed a number of projects. This included the remodelling and expansion of Mohammed V airport, and the construction of the high-speed train between Casablanca and Tangier, which connects Casablanca with cities in northwestern Morocco (CEPSI, 2009).

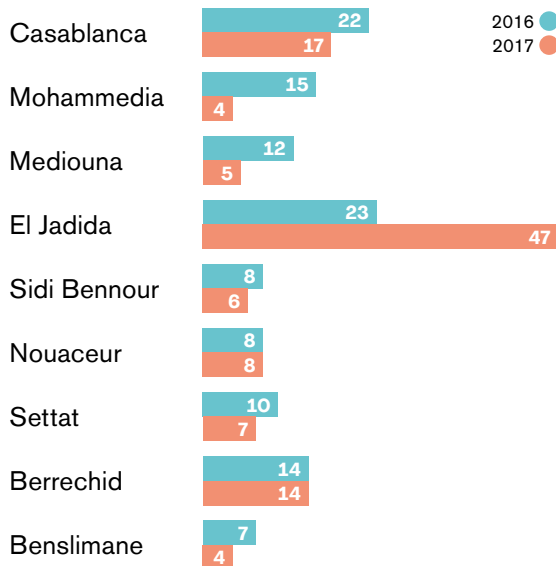
Casablanca-Settat, construcción de un ecosistema empresarial en la región

Regarding the idea of creating legal certainty and positioning the Ville de Casablanca as a reliable space for investors and international companies, once again the CRI plays a fundamental role, as it offers legal, accounting and advisory support to entrepreneurs who want to establish themselves in the region, ensuring better development conditions from the moment their companies are founded. In this way, the CRI is ahead of the game for stakeholders in the region and acts as the main link between the state authorities and the private sector, participating in economic development together with actors from different sectors. For example, it has created the first regional support centre for small and medium-sized enterprises, known as "QIMAM". According to the programme for the initiative, following "regional bootcamps and mentoring sessions, 55 companies will continue a support programme that will cover their training needs in terms of marketing, sales, finance, communication and *soft skills*" (QIMAM Programme, 2021).

The work carried out by the CRI to support business start-ups in the region has led to a significant number of legal persons being registered on the commercial register in the region. For example, Casablanca-Settat was ranked number one in 2017 as the Moroccan region that attracted the most business creation, with a share of 46% of new companies. Of this percentage, 36% went through the CRI's one-stop-shop for business creation, which requires only 5 days to set up a company (CRI, 2018).

Between 2016 and 2017, the CRI approved 231 investment projects in the Casablanca-Settat region, which were distributed as follows by province:

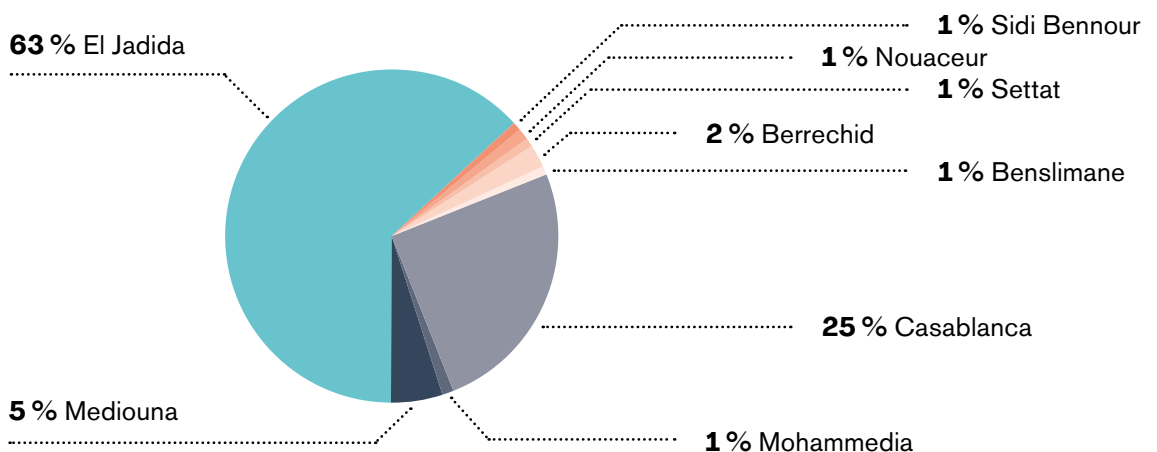
Number of investment projects approved by the Regional Investment Centre (CRI) by province for the 2016-2017 period



Source: CRI— (2018)

The approval of these investment projects saw investment worth 37 billion Moroccan dirhams in the region in 2017, an increase of 4% compared to 2016. However, this increase has resulted in benefits focused on industry and the construction sector. The way these investments had an impact on job creation is even more significant: by 2017, according to the CRI, approved projects “should contribute to the creation of 31,413 jobs”, 26% more than the previous year.

Distribution of investments approved in 2017 by province.



Finally, the functions and strategies developed by the CRI have a clear regional impact. Its advisory, legal and accounting support have contributed to the province of El Jadida accumulating 63% of approved investments for 2017, followed by Casablanca, with 25% of investment.

In short, the Casablanca-Settat region, led by the Ville de Casablanca, has taken advantage of decentralisation to become a dynamic space in commercial, social, cultural and economic terms. Similarly, it has developed an entire institutional apparatus focused on the development of territorial marketing in the region, giving rise to large and internationally-recognised cultural events, while strengthening its infrastructure as a tool to increase the appeal of the region.

Guangzhou.

City diplomacy under the principle of “one country, two systems”

Guangzhou, known as the “City of Flowers” due to its trade during the Tang Dynasty on the Maritime Silk Road, has a history stretching back for millennia that has positioned it as one of the most important cities in China. With this in mind, Guangzhou’s internationalisation process must be analysed through the metropolitan framework of the Greater Bay Area (GBA), from its position as a city with a global perspective, to an analysis of how the actors within the GBA interact with each other. The GBA, in turn, acts as a regional framework that develops the economic, social and cultural strategies that have unfolded since the country’s economic opening.

A megacity between megacities

According to the International Monetary Fund (2021), 18.25% of the world's population lives in China, generating urban development that has led to the emergence of more than 100 metropolises. Among these cities, Guangzhou stands out. Capital of the Guangdong province, it has more than 15 million inhabitants and 87% of its population live in urban areas (City of Guangzhou, 2018).

According to the State Council of the People's Republic of China (SCPRC), Guangzhou has been classified as a megacity since 2014, as its population exceeds 10 million inhabitants (cited in Zheng, 2017). This megacity is located between the river Dong (to the east) and river Bei (to the north). Its geographical location is highly advantageous due to its situation at the northern end of the Pearl River Delta (PRD), as it is fed by more than one thousand miles of waterways. In this sense, the city has exceptional advantages as a port and has been nicknamed the "Silk Road by Water" (Xu and Yeh, 2003).

Guangzhou has established itself as the economic, social and cultural centre of Guangdong and Southeast China. In addition, it stands alongside a series of cities of great interest in terms of their development: Hong Kong, Macau and Shenzhen, which create multiple synergies and have caused a mixture of significant social and cultural aspects in their territory.

City of Flowers: the internationalisation of an economic powerhouse

Throughout its 2,000 years of history, Guangzhou has characterised itself as a city open to commerce: since the early Han Dynasty it was already recognised for its port and capacity for shipbuilding. Likewise, during the Tang Dynasty it became one of the most famous ports in the world, as its strategic location in southern China allows it to communicate with other major regional and global commercial players.

In more recent years, the city has undergone a radical transformation thanks to reforms through the economic opening under the rule of Deng Xiaoping. The GBA was one of the first Chinese regions to begin liberalising its economy. The cities of Shenzhen and Zhuhai were the first Special Economic Zones (SEZs), also known as Special Administrative Regions (SARs), established in 1980 to harness the synergies generated alongside Hong Kong and Macau.

From 1979 to 2008, the GBA's GDP grew by 15.6% per year, surpassing national (9.77%) and provincial (13.8%) rates. This took place thanks to the rapid development brought about by the process of industrialisation, urbanisation and regionalisation (He and Yang, 2011). In line with the challenges presented by economic openness, local authorities sought to promote greater cooperation and competition with these SARs, taking advantage of their large investments in the region.

However, within the framework of internationalisation, and in view of compliance with SDG 17 (City of Guangzhou, 2018) in particular, the city has implemented the following measures:

- Building the GBA together with Guangdong, Hong Kong and Macau.
- Developing the Nansha area within the framework of the GBA.
- Developing the Demonstration Zone for Comprehensive Cooperation.
- Improving Guangzhou's international cultural presence.
- Organising the Guangzhou International Award for Urban Innovation.

As a driver for compliance with the measures listed above, the city has a Foreign Affairs Office (FAO), which is responsible for implementing and monitoring the internationalisation measures previously described by the central government. This has involved, among other things, carrying out work on residence permits, being responsible for planning and conducting international initiatives such as conferences, forums and fairs, as well as establishing twinning agreements with other cities.

However, in a metropolitan context, the role of the FAO is crucial, as it is responsible for establishing and developing Guangzhou's relations with the Hong Kong and Macao SARs. In general terms, it is the body responsible for ensuring international activities serve local needs in the territory (Mierzejewski, 2018).



Award ceremony of the 5th Guangzhou International Urban Innovation Award. Photo: Guangzhou Award

The *Guangzhou Award* has been held since 2012 under the leadership of Guangzhou, United Cities and Local Governments (UCLG) and its metropolitan chapter (Metropolis), with the support of ICLEI and C40. The award acts as a strategy to shape the city as an innovation hub with a view to improving its global position as one of the leading cities for innovation. Based on the experiences shared under the umbrella of the award, the city has managed to recognise best practices in innovation, in terms of improving the social, economic and environmental sustainability of cities and regions. In doing so, it has sought to improve the prosperity and quality of life of residents, by aiming to replicate the projects in the territory with a view to consolidating the city as laboratory for the latest knowledge on urban development, thereby creating the opportunity for other entrepreneurial cities in the field, such as Shenzhen and Hong Kong, to replicate and contribute to good practices in the region.

In its fifth edition, whose ceremony was held on 12th November 2021, the winners of the prize were: Chongqing (China), Union of Dannieh Municipalities (Lebanon), Quito (Ecuador), Saint Louis (Senegal) and Vienna (Austria), which highlighted issues such as responses to the Covid-19 pandemic, climate change and the encouraging citizen engagement.

On the other hand, events such as the *Canton Fair* have also helped connect the region in the city's internationalisation process. With extensive experience leading this event, the local

authorities opened the way for the first PRD International Trade Forum in China, held during the 129th Canton Fair, which took place between 15-24 April, 2021. The main theme of the space was “China's new development offers opportunities to the world”, and it was launched with the aim of showcasing the country's determination to share development opportunities with the world. More than 40 experts from politics, business and academics took part, and the event attracted over 650 attendees (China Import and Export Fair, 2021a).

This was the first occasion in which the fair was held in a mixed format, both online and in-person. This format was again implemented at the 130th Fair, which took place from 14 October to 3 November 2021, and was attended by 26,000 domestic and foreign companies. The Fair saw an increase to more than 2.87 million products and 113,600 units, compared to the previous event (China Import and Export Fair, 2021b).

To offer better services to buyers and exhibitors, the Fair partnered with more than 100 commercial and industrial organisations from around the world. These include organisations from Hong Kong —such as The Hong Kong Chinese Importers and Exporters Association— and Macau —such as the Macau Chamber of Commerce.



The *Canton Fair*, China's import-export fair, has helped connect the region to Guangzhou's internationalisation process. Photo: GzDavidWong/Wikimedia Commons

Synergies in the megalopoli

In 2017, the governments of Guangdong, Hong Kong, and Macau, together with China's National Development and Reform Commission, signed a framework agreement to further cooperation while developing the GBA.

According to the Guangdong Provincial Bureau of Statistics (2021), around 72,669,000 people live in this world-class urban cluster that barely covers 0.6% of China's total land mass, and that generated a regional gross product of 11.6 trillion yuan in 2019.

In this context, the GBA has established central policies for consolidation that cover the social, economic and cultural aspects of the region. This ranges from innovation and technology to financial services, transport and logistics, professional services, medical services, education, art and culture, tourism, sustainable development and youth development, and more (GBA, 2021). By covering all aspects of urban life, the GBA aims to consolidate itself as a world-class urban cluster with significant skills in innovation at the service not only of companies within the region, but also while improving the quality of life of its population.

Within the region, there are a number of key cities that are marked as major metropolitan development cities (Guangzhou, Shenzhen, Macau and Hong Kong), and nodal cities (Zhuhai, Foshan, Huizhou, Dongguan, Zhongshan, Jiangmen and Zhaoqing) with complementary and innovative economic activities in support of the shared goals of the region and country.

Overall, the GBA development plan outlines seven regional strategies for implementation (ICEX, 2019):

- Turning the GBA into an international innovation hub.
- Improving connectivity in the GBA.
- Developing an international structure based on competitive innovation at an international level.
- Ecological development.
- Improving the quality of life of GBA residents, both in terms of liveability and work.
- Strengthening cooperation and joint participation in the Belt and Road (BRI) initiative.
- Joint development of cooperation platforms.



Although the impact of the work carried out by the FAO in Guangzhou does not list strengthening each member of the GBA as a priority, the actions and measures carried out within the framework of city internationalisation are nonetheless in the interests of Hong Kong, Macau, Shenzhen and the nodal cities. This can be seen in its role in conducting the city's relations with other key cities, and also in the transfer and confluence of local internationalisation objectives at regional and even global levels, both within the framework of the BRI and in initiatives such as the *Guangzhou Award* and the *Canton Fair*.

Even at a national level, synergies have been promoted in the region. Economic strategies such as dual circulation have prioritised internal economic flows and production chains, promoting organised competitiveness among the stakeholders in the region.

The strategic construct of the GBA, under the premise of consolidating itself as a fundamental actor in the BRI, as well as the actions described above on Guangzhou and its central role in the region, highlight the city's desire to consolidate its image as a global port of great importance within the framework of the maritime route for this leading global project. In turn, this maritime strategy has been complemented by the development and consolidation of a fundamental transport hub for the GBA, with the development of large railways and construction of Baiyun International Airport, as one of the main air transport zones in the Asia Pacific, an infrastructure that is integrated with the commercial and innovation strategies carried out in the territory.

Guangzhou's global profile shows that the use and coordination of internal investment within the metropolitan area can act as a fundamental incentive for internationalising the areas within it. The city took on the challenge of intelligent and sustainable growth, in which metropolitan integration is a condition for success and global positioning, a tool to enhance opportunities in the metropolis and its entire area of influence. In this way, a series of internal and external investments are established that are concentrated in the main cities within the metropolitan area. In turn, these cities are responsible for extending their knowledge and practices in terms of cooperation and its advantages with the surrounding nodal cities, so that their main economic activities and industries are developed in an organised manner and have a positive impact on the quality of life of inhabitants.

Finally, Guangzhou's focus and determined support for the progress of urban innovation as a bridge to improving social, economic and environmental sustainability in cities and regions is another reason to follow the actions of this Asian metropolitan phenomenon closely.



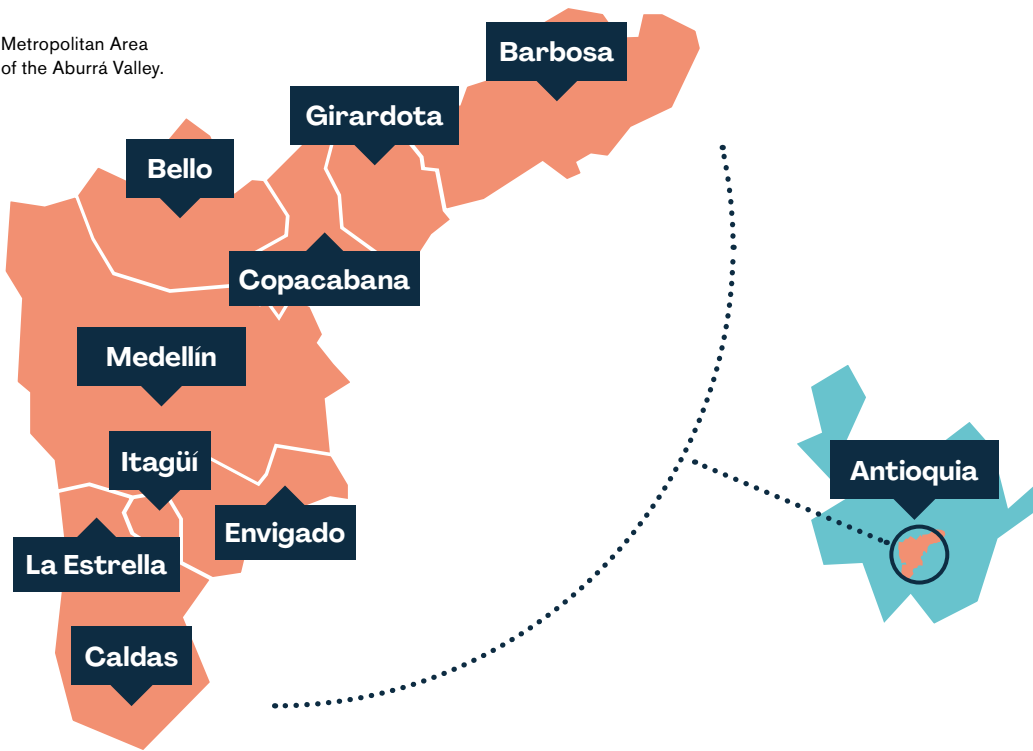
The Baiyun International Airport is the major entrance and exit port of southern China. Photo: Jackycheung/Wikimedia Commons.

The Metropolitan Area of the Aburrá Valley.

Strategic connections

Within the municipalities that make up the Metropolitan Area of the Aburrá Valley, under the leadership of Medellín, internationalisation has been proposed as a strategy that contributes to solving metropolitan problems and needs. Through the interrelated goals, objectives, visions, knowledge and capacities of the different public, private, social and academic actors that interact at a municipal, inter-municipal, departmental and national level within the metropolitan space, multi-level and multi-stakeholder work synergies for internationalisation have been created, with shared and equal development in mind.

Metropolitan Area
of the Aburrá Valley.



The heart of the Aburrá Valley

The Metropolitan Area of the Aburrá Valley is located at the heart of the region of Antioquia, Colombia, and is made up of the conurbations of Barbosa, Girardota, Copacabana, Bello, Itagüí, Sabaneta, Envigado, La Estrella and Caldas, with the city of Medellín as its core (AMVA, 2019). Covering an area of 1,157 km², it is the second largest urban area in the country, with a population of more than four million people in 2020, of which two and a half million are concentrated in Medellín. (AMVA, 2019).

International activity has become a useful tool that has been adopted by all ten municipalities in order to address the complex metropolitan problems that affect them, including urban mobility, access to rights, environmental protection, affordable and dignified housing, citizen security and more. The aim is to achieve common goals and face the global challenges they are part of.

Within the metropolitan area, different governments have opted to establish a territorial management system that encourages the adaptation of spaces and the implementation of political actions and goals that contribute to cooperation and leadership in the region, with the ultimate vision of territorial solidarity and intelligent spaces. They have also sought to gen-

erate the capacity to comply with commitments on the global agenda, such as the SDGs, and to respond to situations and dynamics that affect the entire urban area, such as the health crisis caused by the spread of the SARS-CoV-2 virus.

Following this line of action, the importance of the bodies responsible for bringing together the capacities and interests of the different public, private and social actors in the region, is clear. These organisations include the Metropolitan Area of the Aburrá Valley (AMVA), the Investment and Cooperation Agency of Medellín (ACI Medellín), and the Red Antioqueña de Cooperación Internacional, as well as strategic actors such as chambers of commerce, guilds and other entities under the umbrella of the public conglomerate of the Medellín Mayor's Office, such as Ruta N², Greater Bureau Medellín and Plaza Mayor.

The first of these actors is an administrative entity under public law that acts as an association for the conurbations along the Medellín river. The AMVA works from the perspective of coordinating and bringing together shared intentions. This means that much of its work depends on the efforts carried out by government entities, members, and different public, private and civil society actors, as well as the municipalities that

2 Ruta N es un hub de innovación, inversión y negocios en Antioquia que, a través de la ciencia, la tecnología, el conocimiento y áreas especializadas y profesionalizadas, trabaja para fortalecer el tejido empresarial y atraer talentos y oportunidades del escenario nacional y mundial.

make up the area, mainly those that are concentrated in Medellín. The AMVA creates synergies that promote organised and equitable growth in the region, through the integral and harmonious coordination of all ten municipalities, and seeks to lead the construction of infrastructure and metropolitan public space, in addition to acting as an authority and providing guidance in policies that address the priority action lines in the region (AMVA/¿Quiénes somos, 2019).

It counts on the Subdirectorate for Cooperation and Agreements of the AMVA at an international level, which is in charge of managing national and international cooperation in order to gain access to technical and financial resources for programmes and projects with a metropolitan impact. The Subdirectorate works in conjunction with ACI Medellín and the Red Antioqueña de Cooperación Internacional, which, in turn, promote development cooperation actions, in order to boost the region's position on the international stage, through the creation of strategic alliances with public and private actors at a local level, both within Colombia and abroad.

The coordinating role of the three stakeholders focuses on governance work within the Aburrá Valley and its impact on internationalisation, the area's strategic projection, and progress in the region. Through these actions, they bring together the perspectives and efforts of a wide range of public, private, social and academic actors, such as the Government of Antioquia, the Instituto para el Desarrollo de Antioquia (IDEA), Ruta N Medellín, the G8 university group, and more, in order to exchange perspectives, good practices, lessons learned and experiences.

From Medellín to the world: the internationalisation of the metropolitan area

To understand the internationalisation of the metropolitan area, we must start from the needs and actions of Medellín as the centre where work has historically been carried out to promote external action in response to urban problems, and where work continues today. As a starting point, Medellín laid out the foundations for its internationalisation strategy in the actions carried out in the 1990s to address the high figures of violence, inequality and poverty that marked the city, to transform its image to the world, among other goals. On the other hand, the metropolis focused on finding alliances to support its de-

velopment proposals, paying particular attention to urban innovation and education (Observatorio de Cooperación Descentralizada, 2014).

This started a new paradigm in the internationalisation of the region, which went from being a passive recipient of cooperation to becoming an attractive area for investment and a provider of South-South cooperation, with a solid technical and operational capacity that, through multi-stakeholder and multi-level work, and managed to integrate the principles of an innovation, institutionalisation and professionalisation agenda in the management of international cooperation.

At an international level, an internationalisation route has been proposed by the "City of Eternal Spring" that focuses on social and economic development, digital innovation, the construction of an eco-city, educational and cultural transformation and governance and peacebuilding (ACI Medellín/Coopere con Medellín, 2021).

In order to achieve the SDGs, planning processes are set out as well as the work that needs to be done to respond to local and metropolitan objectives, within the dimensions of the economy, governance, the environment, mobility, and more. In particular, the idea is to advance towards 9 of the 17 goals through concrete actions and targets for the 2020-2023 period³. These actions include investing in adequate infrastructure to ensure universal access to drinking water, reducing loss of biological diversity, increasing technological innovation through policies that stimulate job creation, adopting policies (fiscal, wage and social protection) that encourage greater equality, and more (*Management Plan 2020-2023*, pp. 129-136).

This is all carried out through inter-institutional and technical cooperation agreements, twinning agreements (with 21 sister cities), participation in city networks, local marketing strategies and international positioning, joint declarations, learning and the exchange of good practices, among others. Currently, these actions have been spread throughout the metropolitan area, in order to meet urban needs and with a commitment to developing the ten municipalities through a plan for cooperation, responsibilities, opportunities, challenges and mutual and equitable benefits, which focuses on effective, efficient, innovative administration that includes the perspectives, knowledge and efforts of the different public and private actors involved in the region. This is set out by the ACI in the most important Cooperation Agreement in the history of Medellín, which was signed with South Korea

³ SDGs 6, 7, 8, 11, 12, 13, 15, 16 and 17.

as an instrument to strengthen the smart mobility system. This cooperation agreement was worth USD 12.5 million, the highest figure in the history of ACI Medellín⁴.

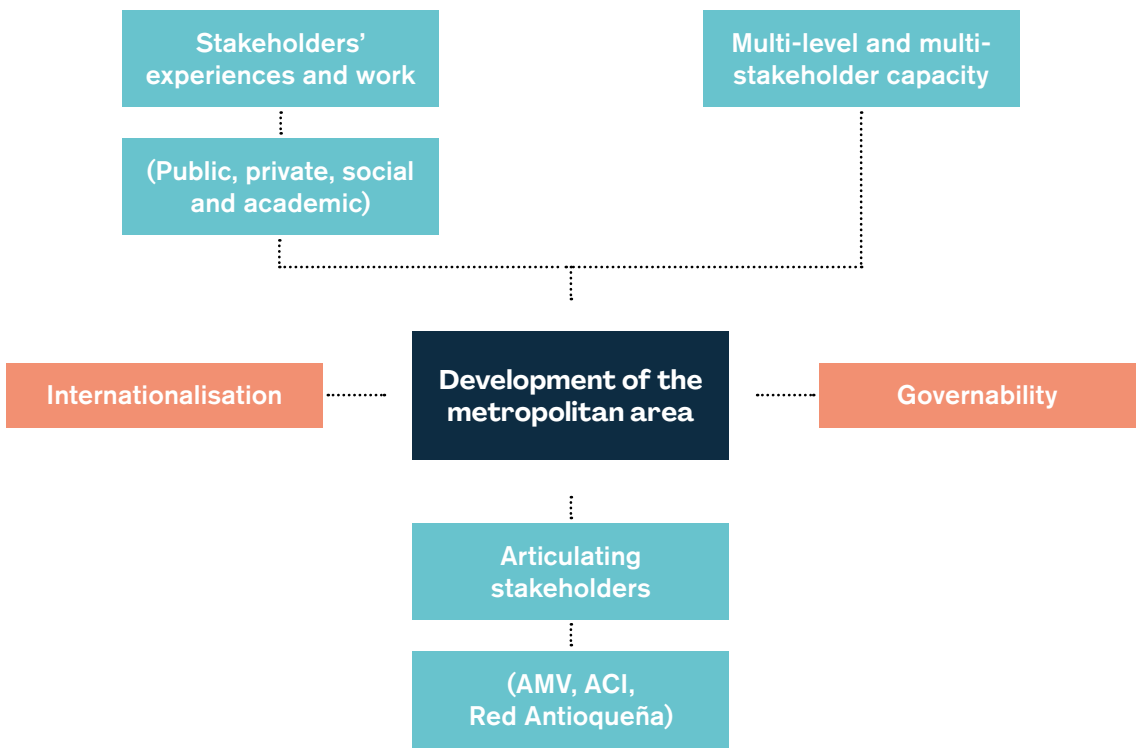
In the metropolis, a positioning strategy has been established abroad, mainly by strengthening alliances through memorandums of understanding and cooperation agreements (it should be noted that, in the 2016-2019 period, about 430 administrative agreements and contracts and 25 memorandums of understanding were signed in Medellín alone). These efforts were complemented by work undertaken in city networks, which take up the priority issues for development in the region, such as Metropolis, AL-LAs, or the Network of Leading Cities in Sustainable Urban Mobility (MUSAL). Medellín is a member of at least twelve international networks, which are a means to strengthen the international insertion of local governments in the metropolitan area, and to increase opportunities for decentralised cooperation and exchanging lessons learned. Likewise, Medellín helps boost its global image by participating in awards as a strategic instrument to promote and disseminate the lessons learned on different topics. Recently, the ACI received acclaim for the Medellín CATUL Network of Culture Houses project⁵.

Multi-stakeholder, multi-level capacity, and local governance

For the government bodies in the municipalities that make up the region, internationalisation must be carried out through coordinated work that allows constant interaction with cooperation initiatives that promote development, through actors such as ACI Medellín and the Red Antioqueña de Cooperación Internacional, which represent the structure of institutional responses for the metropolis.

This stance has allowed internationalisation in the region to be professionalised, including the perspectives of public, private, social and academic stakeholders, which are nourished by experiences, ideas and knowledge in a bi-directional sense to carry out the planned actions that contribute to the development of the entire metropolitan area.

Based on shared intentions and a multi-level and multi-stakeholder governance approach, the aim is to generate an ecosystem that is suitable for internationalisation, in which the different stakeholders work together in a symbiotic way towards joint development, achieved through public policy and the governance of local area.



4 Source: <https://twitter.com/acimedellin>.
 5 The award came under the framework of the 16th International Congress of the IAEC, led by the Delegate President of the IAEC (IAEC - International Association of Educating Cities, Commissioner for Education, Barcelona City Council).

The synergies generated between the different stakeholders in favour of internationalisation to fulfil metropolitan objectives can be shown in the following two fields: developing capacities to consolidate smart, innovative and attractive spaces for investment; and sustainable, ecological and accessible mobility.

In the first case, ACI Medellín has collaborated closely with Ruta N Medellín to consolidate different projects, among which the Centro del Valle del Software stands out; thanks to Medellín Mayor's Office, this centre has started to create a competitive space for the "fourth industrial revolution", by consolidating the capacities of Big Data, the Internet of Things, 3D modelling and other skills that aspire to build a modern metropolis (Castaño, 2021). At the same time, the project leads economic progress in the Metropolitan Area of the Aburrá Valley to businesses based on ST&I⁶, hosting 316 companies from 32 countries and creating more than 8,000 jobs (GoToDigital, 2019).

This initiative is one of the major lines of action to turn the region into a smart space. Due to the importance of the initiative, it has been shared with other metropolises around the world, through events such as the First Metropolitan Smart Cities Forum, run by the AMVA from 27-30 July, 2020. During the forum, good practices and the results of the project were presented, with the idea of exchanging experiences, learnings and dialogues with participating cities in terms of

trends, challenges and success stories related to science, technology and innovation, in order to build smart metropolises (AMVA, 2021).

On the other hand, in terms of mobility, one of the most important programmes is EnCicla, which promotes the use of bicycles as a means of transport with a great social, economic and sustainable impact on the metropolitan area. Currently, through the support of local governments, it has been possible to connect cycling routes in Medellín, which have been extended to surrounding municipalities, in order to build a comprehensive and environmentally-friendly mobility system in the region. In 2021 alone, around 3.045 billion Colombian pesos were invested, which expanded the bicycle lane infrastructure by 1,100 metres. The programme has reached at least 110,000 users through loaning out 1,800 bicycles located in 101 stations throughout the metropolitan area (AMVA, 2021).

The different organisations that work together on EnCicla, led by the AMVA, continue to aim to improve their programme through the cooperation, knowledge and experiences of other national and international actors, such as the Instituto Tecnológico Metropolitano (ITM) and the Mexico City government.

This cooperation aims to advance science and technology projects that contribute to improving the quality of life of inhabitants and that, in turn, encourage a high degree of social and



Headquarters of Ruta N, an innovation and business centre sponsored by the Mayor's Office of Medellín and private companies, whose purpose is to contribute to the improvement of the quality of life in the city through science, technology and innovation.
Photo: Yimicorrea / Wikimedia Commons.

6 CT+i nombra un tipo de actividad orientada a resolver problemas mediante la generación y la aplicación de conocimiento, y a generar innovación que agregue valor a los productos (bienes, servicios o procesos) existentes en un mercado.

ecological awareness. This is the case, for example, with the support provided to the mobility planning programmes by the AMVA, mainly in the case of the ITM (AMVA, 2021). EnCicla also aims to feed off the experience of similar programmes that have had good results in serving a large number of the population through a high quality and affordable service. It has cooperated in technical matters with the EcoBici system in Mexico City, especially for the integration of the addition of electric bicycles to the programme (AMVA, 2021).

In both cases, local and regional development programmes have been carried out through actors such as AMVA or ACI Medellín, and with the capacities of different local and national stake-

holders. The goal is to create a space conducive to producing concrete initiatives that result in a better quality of life for the metropolitan population, through international cooperation and attracting foreign investment.

Based on these and similar initiatives, it is clear to see the synergies and dynamics of multilevel governance in terms of the international activity of the different actors that relate to each other in the metropolitan space, resulting in positive changes for the population in the area.



EnCicla, the Public Bicycle System of the Metropolitan Area of the Aburrá Valley, currently has 103 stations located in five municipalities of the metropolitan area. Photo: Aburrá Valley's metropolitan area.

Montréal. Metropolitan internationalisation with citizen diversity

The Ville de Montréal has an internationalisation plan that aims to position the Montréal Metropolitan Community as an economic hub by attracting foreign investment through the Montréal International (MI) plan of the Economic Development Agency of Greater Montréal. Montréal's economic growth is also focused on seeking the scientific and cultural development of the metropolis, in order to improve resident's quality of life. To this end, Montréal's international action is based on cooperation between governmental and private actors, in a joint effort towards the sustainable development of the metropolis.

A consolidated economic hub

The Montréal Metropolitan Community (MMC) is the metropolitan area led by the Ville de Montréal, covering 82 municipalities in the province of Québec, Canada. It was founded in 2001, with Montréal as its main city. The metropolitan area is inhabited by more than 4 million people, representing 48% of the entire population of Québec. In addition, it covers an area of 4,374 km², including the second largest seaport in Canada, with an annual traffic of 39 million tons of goods (Observatoire Grand Montréal, 2019) and three international airports with 20.3 million annual passengers and 150 direct flight destinations (Observatoire Grand Montréal, 2019). Montréal has therefore positioned itself as one of the main pillars of Canada's economy.

The metropolitan area of Montréal stands out for its production, with 2,062,580 economically active people of working age, according to data from the Observatoire Grand Montréal. In 2016, the employment rate in Montréal was 61%, while its unemployment rate was 7.5%, one of the low-

est in the region. Likewise, in Montréal, 80% of the migrant population between 22 and 54 years old held at least one job, making the city an economic destination for international and national migrants (Forum for Economic Development and Mobilisation, 2018). The low unemployment rate is due to the fact that there are 2.2 million jobs in the metropolitan area of Montréal: this is 51% of the entire population of Québec (Observatoire Grand Montréal, 2016). Its economic development is largely due to the international policy it implements, which aims to attract foreign investment through Montréal International (MI).

The cosmopolitan status of Montréal also means that Montréal's population are characterised by their diversity, as 24.6% of the city's residents were born outside Canada. Similarly, 56.3% of residents are bilingual (French and English) and 23.7% have neither French nor English as their mother tongue (Observatoire Grand Montréal, 2016). The diversity in Canada, especially in Montréal, can also be noted through the presence of several different communities (Italian, Greek and Chinese), the result of migration for economic reasons. These communities are for-



The Montréal Metropolitan Community groups 82 municipalities, distributed in five geographical sectors —Montréal, Laval, Longueuil, Couronne Nord and Couronne Sud. Source: Communauté métropolitaine de Montréal.

mally recognised through a multicultural policy. The internationalisation of Montréal was one of the consequences and drivers of the variety in the cultural background of its residents, which occurred through the migrating process to the area.

As a result of the aforementioned characteristics, the development of the MMC focuses on its residents, seeking to improve their economic conditions and focusing on establishing the metropolis as a sustainable area that acknowledges the diversity of its inhabitants and ensures equity. In this sense, the internationalisation of the metropolitan area of Montréal aims to attract foreign investment to continue growing and sustaining itself economically, while positioning itself as a cultural and scientific leader around the world.

Economic, sociocultural and scientific positioning

Canada's provinces are heavily dependent on foreign trade. In this sense, provinces need to promote their cities outside the country so they are seen as reliable and safe places and generate foreign capital investment. One of the provinces that stands out the most is Québec, which promotes the city of Montréal and the Montréal Metropolitan Community in general.

The need of provinces to attract foreign investment means they develop high levels of paradiplomacy (Schiavon, 2019). Canadian local governments therefore carry out investment and international trade missions, partnering through agreements with national governments and other local governments, in addition to having their own representation abroad.

In this sense, the main objective of the internationalisation of the Montréal metropolitan area is to promote the metropolis as a reliable and safe place for foreign investment. Similarly, the goal is also for Montréal to be an attractive space in scientific and cultural terms. Therefore, Montréal's internationalisation policy aims to be scientifically and culturally appealing, which reflects the objective to develop a certain degree of soft power⁷ and attract foreign investment.

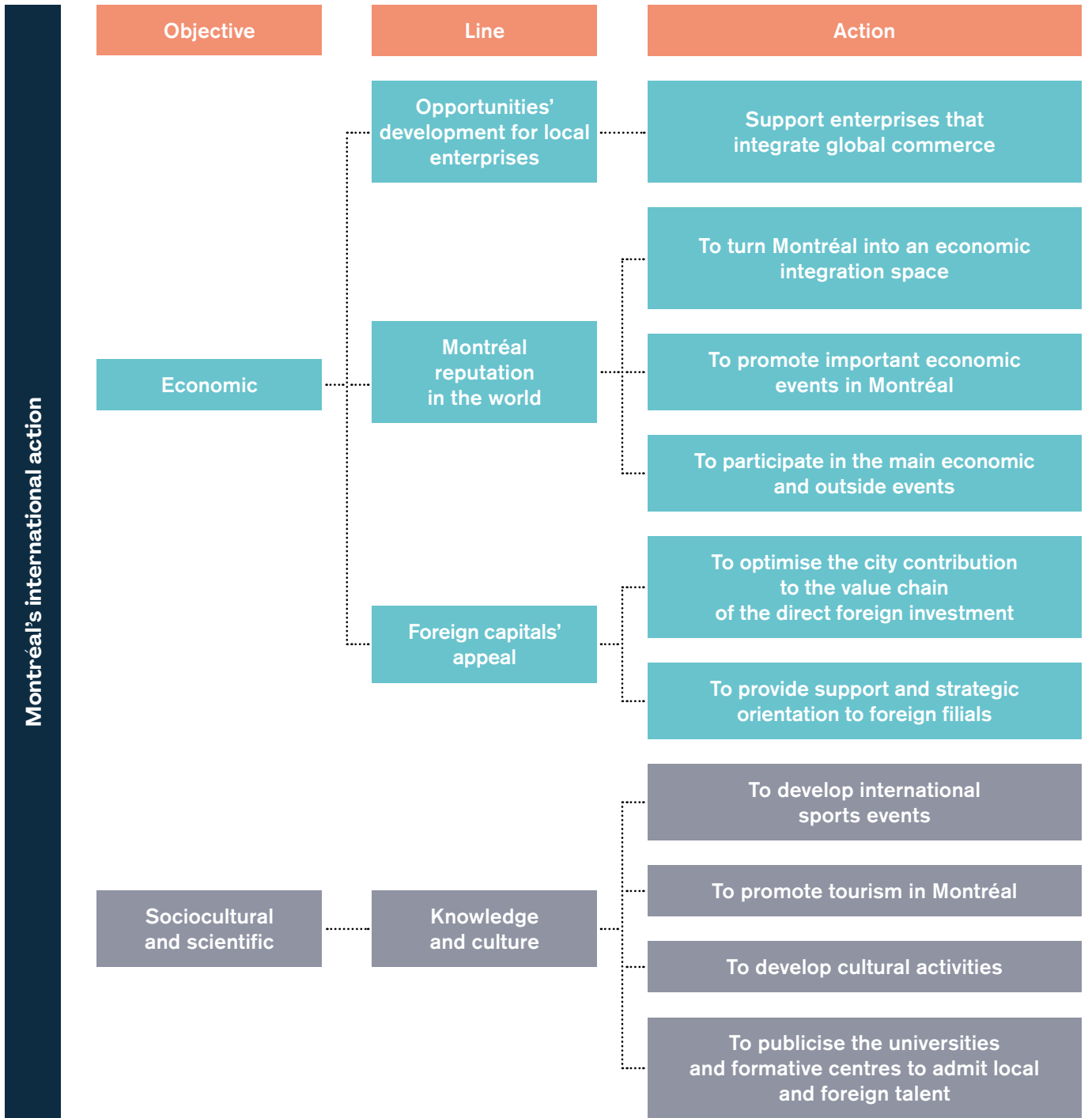
Along the same lines, the Ville de Montréal puts forward its international actions as a way of ensuring its international influence and positioning in economic, cultural and scientific matters. Montréal's foreign policy is titled "Urban Diplomacy at the Service of the Community of Montréal and the World" (Ville de Montréal, 2017), and its main values with respect to Montréal's foreign policy are economic openness and integration. Its objectives include being a city with an economy that is integrated with the wider world, with high-tech industry. Likewise, it seeks to be a cosmopolitan, tourist-friendly, cultural and festive city that hosts major events such as congresses, sports events, and academic, political, economic and scientific conferences. Similarly, the municipality wants Montréal to be a city of knowledge, a university city that welcomes local and foreign talent. In addition, it aims to be a UN city (Ville de Montréal, 2017).

Since 2018, Montréal has had an Action Plan for International Economic Relations, which focuses on three areas: the first is the development of opportunities for Montréal companies, the second is the prestige of Montréal around the world, and the third is the attraction of more foreign investment to Montréal (Economic Development and Mobilisation Forum, 2018). Both Montréal's foreign policy and its action plan have the main objectives of making Montréal a reliable and safe city for foreign investment, and for the city to become a benchmark in sociocultural and scientific matters.

In short, the internationalisation of the metropolitan area of Montréal has the same objectives at both federal and municipal level. Firstly, they both seek to make Montréal an important place in the global economy, to attract foreign capital and talent. Secondly, they both plan to position the city as a socio-cultural and scientific reference point in the world.

Consistent international actions at both levels of government occurs because the two entities cooperate together with the Government of Canada and actors in the private sector. In this way, the internationalisation of the Metropolitan Community of Montréal —not only of the city of Montréal— is encouraged, thanks to the form of government implemented: governance.

⁷ Joseph Nye (1990) plantea que el soft power es la capacidad que tendría un actor internacional para influir en otros actores, sin la necesidad de coaccionarlos. La influencia se da por la atracción que tiene un actor internacional, dado su reconocimiento en temas culturales, valores políticos y legitimidad internacional.



Leading metropolitan governance

Governance is the main characteristic of the administration and internationalisation of the Montréal metropolitan area. This is a form of government in which state and non-state institutions, together with residents, cooperate in the development of public policies. In this sense, governance is exercised as a fundamental pillar in the internationalisation of metropolitan space, through the creation and function of Montréal International (MI).

Montréal International is an organisation that aims to attract foreign investment to the metropolitan area. The organisation is characterised by the participation of private companies, together with the Government of Canada, the federal government of Québec and the municipality of Montréal. The private sector actors include 183 companies, in which Google, Warner Bros., Amazon and Ubisoft stand out. It also includes associations such as chambers of commerce,

banks and universities, including McGill University and the Université de Montréal⁸. Private entities act as strategic partners that finance the organisation and facilitate business success in Greater Montréal.

Action taken by governmental actors to encourage the internationalisation of Greater Montréal can be found as part of the Constitution of Canada of 1867. Its international action is divided between the national government and the federal government. According to the Constitution, the role of the national government in international action is to manage international relations policies through the Department of Foreign Affairs, Trade and Development.

With regard to the legal framework, the management of international action by federal governments is divided into two roles: the first is exercised by the federal executive and has the function of negotiating, signing and ratifying international conventions; the second is that of the federal parliament, responsible for implementing each international convention in the area. Similarly, the Prime Minister of the federal government is the authority responsible for directing and implementing international policy in conjunction with the Canadian Department of Foreign Affairs, Trade and Development, which is the leading agency for national international policy. In this way, the international action of federal governments is complemented by the international policy of the Government of Canada.

The governance of the Metropolitan Area and its international action are led by the Ville de Montréal, a body that acts as president of the MMC Council after the appointment of the Mayor of the Ville de Montréal as President (CMM, 2018).

Likewise, the Ville de Montréal is responsible for leading international action through the management of the International Relations office and the Economic Development office (Economic Development and Mobilisation Forum, 2018).

The leadership of the Ville de Montréal is seen in the effectiveness of MI as an organisation that promotes governance between private and government actors to internationalise the metropolitan space, which has allowed Montréal to become a benchmark for paradiplomacy. In this sense, Montréal's leadership has allowed it to position the city as a safe and reliable place for foreign investment.

A clear example of the attraction of foreign capital is that the Swedish transnational company Volvo has established a base in Montréal. In cooperation with the Government of Canada, the Ville de Montréal and the government of Quebec promoted the 100% electric bus project, in which the Nova Bus (a company under the Volvo umbrella) is responsible for manufacturing electric buses. Canadian government entities are responsible for providing Volvo with guarantees that the electric buses can be implemented in the public transport network of the Montréal metropolitan area. Similarly, the Government of Canada contributed 15 million dollars out of a total of 184 million dollars of investment to manufacture new electric buses (MI, 2021).

Cooperation between government bodies and Volvo to implement 100% electric buses means public transport does not pollute the environment and that residents can travel efficiently throughout the metropolitan area of Montréal. In this regard, the executive director of Volvo noted that his company is very proud to partner with



⁸ To see a full list of private acts in Montréal International, please go to: <https://www.montrealinternational.com/en/partners>



NovaBus, the 100% electric bus of Montréal. Photo: Jason Vogel / Wikimedia Commons.

Canadian government institutions to contribute to the innovative zero-emission vehicle manufacturing sector and therefore help Canada achieve its sustainability and greener economy goals (MI, 2021).

Along the same vein, the Minister of Innovation, Science and Industry of Canada stated that Nova Bus is a vital part of the electrification of transport and the future, which is characterised by sustainable growth and reliable jobs, and that will help position Canada as a global leader. The minister also added that the government will continue to support companies to ensure they can participate in efforts towards a clean growth economy, including investing in sustainable public transport and zero-emission vehicles (MI, 2021). In this sense, it can be concluded that the implementation of electric buses in the metropolitan area of Montréal is a medium- and long-term plan that seeks to position Montréal and Canada as leading figures for sustainable transport and ecological economics.

In conclusion, the cooperation between private and governmental actors to internationalise the Ville de Montréal has seen the metropolis recognised as a world leader for local government international relations. MI has managed to attract 600 million dollars in direct foreign investment every year. It has created and now maintains more than 2,000 jobs per year, and has contributed to 33 out of 65 international companies established in Canada, such as Nova Bus (MI, 2021). Therefore, we can state that the system of governance at Montréal International has contributed to achieving the objectives set out in the Action Plan for International Economic Relations.

Planning the urban development of any territory involves challenging technical skills, broadening our vision and taking stock of any limits to our resources. Our most limited resource is time, while our greatest asset is people's well-being.

The metropolises we have covered here have grown rapidly, and we know that this process is accelerating at speed. Their growth, to a large extent, has not come about as a response to long-term planning based on joint work between smaller units, but instead as part of an accelerated and independent urbanisation in each of the municipalities or administrative units in every respective metropolitan area. That is why urbanism in large metropolises today is the focus, more often than not, of corrective measures. In other words, it seeks for measures that aim to shape, improve and redesign mobility and transport, for example, with long-term plans taking a subordinate and less urgent role.

Metropolitan areas today have decided to work together, forced by the need to correct and improve their shared points of focus, and also under the conviction that metropolitan public policy, in all areas, is a fundamental condition for smart, sustainable and inclusive medium- and long-term growth.

The international action of metropolitan areas is presented as a unique chance to establish comprehensive, opportunity-based positioning policies with the objective of a prosperous global future for regions that know how to design from the ground up, without being forced to take corrective action later.

We have read five cases. All these cities can design a global future, by basing in their potentialities and being motivated to solve their debilities and scarcity, such as air pollution, the lack of a reasonable living, mobility problems, and citizen's security. All of these constitute common problems in every metropolitan area of the world. These areas will find an effective, dynamic and more and more economic tool, and a great chance on networking and social cohesion on the global level and decentralised cooperation.

That is why it is so important to focus on the five approaches to internationalisation that have been addressed here. This

means materialising public policies that include innovation and are based on an awareness of the importance of uniting forces to bring about collective actions to obtain shared collective rewards. This teamwork will be between those who compose the metropolitan areas and between the metropolis of the world.

For those who live, work in and govern metropolitan areas, teamwork is an act of generosity, trust, vision, concessions and consistency.



Nicolás Mancini
Director of
Paradiplomacia.org

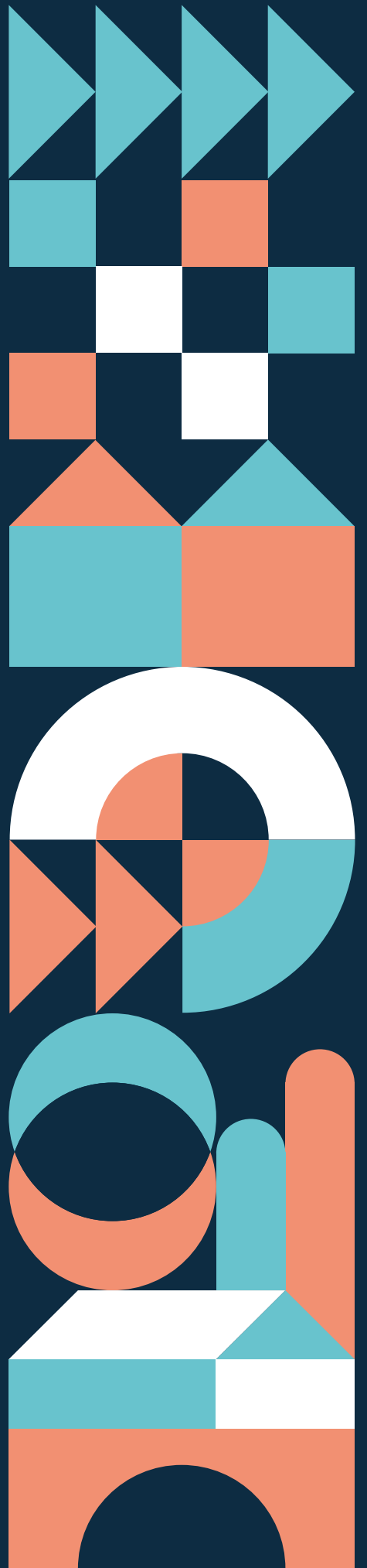
- Àrea Metropolitana de Barcelona (2020). Plan de Actuación Metropolitana 2019-2023. <https://www.amb.cat/es/web/amb/actualitat/publicacions/detall/-/publicacio/pam-2019-2023/8820967/11696>
- Àrea Metropolitana de Barcelona (2021a). <https://www.amb.cat/s/home.html>
- Àrea Metropolitana de Barcelona, Àrea de Relaciones Internacionales y Cooperación AL-LAS (2020) Seminario de Estrategias Internacionales en Áreas Metropolitanas.
- Ayuntamiento de Barcelona (2018) Plan Clima 2018-2030. https://www.barcelona.cat/barcelona-pel-clima/sites/default/files/documents/plan_clima_juny_ok.pdf
- Ayuntamiento de Barcelona (2018) Plan Director de Cooperación para la Justicia Global de Barcelona 2018-2021 https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/plan_director_cooperacion_2018-2021_cast_v.web__0.pdf
- Ayuntamiento de Barcelona (2019) Memoria de la Dirección de Relaciones Internacionales: “Los diez principales ámbitos de actuación. Mandato 2015-2019”. <https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/cast.pdf>
- Ayuntamiento de Barcelona (2020) L'acció internacional de l'Ajuntament de Barcelona durant la crisi de la Covid-19. https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/accio_internacional_covid19_1.pdf
- Ayuntamiento de Barcelona (2020) Plan Director de Relaciones Internacionales 2020-2023. <https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/es/barcelona-en-el-mundo>
- Ayuntamiento de Barcelona (2020). Barcelona, Ciutat Global. https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/pla_director_de_relacions_internacionals.pdf
- Ayuntamiento de Barcelona (2021). Plan de Movilidad Urbana. <https://www.barcelona.cat/mobilitat/es/quienes-somos/plan-de-movilidad-urbana>
- C40 (2021) Mayor of Barcelona Elected to C40 Cities Steering Committee. <https://www.c40.org/news/bcn-join-c40-steering-committee/>
- Cities Today Editorial (2021). The future is metropolitan, says Barcelona Mayor Ada Colau. <https://cities-today.com/the-future-is-metropolitan-says-barcelona-mayor-ada-colau/>
- La Vanguardia (2021). Colau propone un plan de barrios metropolitano. <https://www.lavanguardia.com/local/barcelona/20210512/7447901/colau-propone-plan-barrios-metropolitano-reducir-desigualdades.html>
- Macedo Gisela (2021) Ada Colau interviene en la COP 26 como un “increíble ejemplo” de acción climática. En 20 Minutos. <https://www.20minutos.es/noticia/4878223/0/ada-colau-interviene-cop26-como-increible-ejemplo-accion-climatica/>

- Banco Mundial (2017). Banco Internacional de Reconstrucción y Fomento. <https://documents1.worldbank.org/curated/en/101031515046613675/text/121432-AR-ABIC-PUBLIC-PAD-Casablanca-Municipal-Support-Arabic-121432-MA.txt>
- CasablancaCity (2021). Role du conseil communal. <https://www.casablancacity.ma/fr/article/232/role-du-conseil-communal>
- CasalInvest (2017). Centre Régional d'Investissement Casablanca-Settat. <https://casainvest.ma/fr/casablanca-settat/provinces#0>
- CasalInvest (2021). Programme QIMAM. <https://casainvest.ma/fr/je-cr%C3%A9e/programme-qimam>
- Centre Régional d'Investissement Casablanca-Settat (2018) Données socio-économiques de la Région de Casablanca-Settat. https://casainvest.ma/sites/default/files/monographie_cri_12_2018.pdf
- Chigueur, M. (2009). Annual Report on International Finance and Development in Africa 2009: MAROC. <http://www.abhatoo.net.ma/maalama-textuelle/developpement-economique-et-social/developpement-economique/finances/politique-financiere/background-paper-commissioned-by-cespi-for-the-annual-report-on-international-finance-and-development-in-africa-2009-maroc>
- Jeune Afrique (2021). Marruecos: Casablanca, ¿futura capital africana de los negocios? <https://www.jeuneafrique.com/mag/869272/economie/maroc-casablanca-future-capital-africaine-du-business/>
- Organisation for Economic Co-operation and Development (OECD) (2018). Dialogue Maroc-OCDE sur les politiques de développement territorial. https://www.oecd-ilibrary.org/urban-rural-and-regional-development/dialogue-maroc-ocde-sur-les-politiques-de-developpement-territorial_9789264302884-fr;jsessionid=oe3MMPluBA5dhDdQzKeSpD_d.ip-10-240-5-5
- Programme Développement Régional (2017). Programme de développement régional. <https://casainvest.ma/sites/default/files/etudes/pdr-presentation-synthetique-fr.pdf>
- Wilaya de la Región Casablanca-Settat (2015). Monographie de la Région 2015. https://casablanca.ma/Page_Centrale.aspx?Id_Page=5290

- Canfei He y Ley Yang (2011). Desarrollo urbano y cambio climático en el delta del Río Perla. Lincoln Institute of Land Policy, Land Lines. https://www.lincolninst.edu/sites/default/files/pubfiles/1940_1269_Desarrollo_Urbano.pdf
- China Import and Export Fair (20 de octubre de 2021a). The 130th Canton Fair Successfully Closed. <https://www.cantonfair.org.cn/en/about/overview>
- China Import and Export Fair (4 de noviembre de 2021b). The 130th Canton Fair Successfully Closed. <https://www.cantonfair.org.cn/en/news/article/61722f55b6838d1e5965af62>
- Mierzejewski, D. (2018). Channeling Foreign Policy Through Local Activities in China: City of Guangzhou Case Study. Chapter 2 in *Paradiplomacy in Asia case studies of China, India and Russia*. University of Lodz. https://www.researchgate.net/profile/Tomasz-Kaminski-5/publication/324454898_Paradiplomacy_in_Asia_Case_studies_of_China_India_and_Russia/links/5ace77ada6fdcc87840f0d73/Paradiplomacy-in-Asia-Case-studies-of-China-India-and-Russia.pdf
- Guangzhou International (2021a). Highlights of 130th Canton Fair featuring 1st dual offline, online format. http://www.gz.gov.cn/guangzhouinternational/home/citynews/content/post_7765385.html
- Guangzhou International (2021b). CG of Saudi Arabia in Guangzhou highlights the competitiveness and attractiveness of the Greater Bay Area, http://www.gz.gov.cn/guangzhouinternational/home/citynews/content/post_7763982.html
- Greater Bay Area. CITIES. <https://www.bayarea.gov.hk/en/home/index.html>
- ICEX (2019). Plan de Desarrollo del Delta del Río Perla: Greater Bay Area (GBA). <https://www.icex.es/icex/es/navegacion-principal/todos-nuestros-servicios/informacion-de-mercados/estudios-de-mercados-y-otros-documentos-de-comercio-exterior/DOC2019824931.html>
- International Monetary Fund (2021) . World Economy Outlook Database. <https://www.imf.org/en/Publications/WEO/weo-database/2021/April>
- Jiang Xu y Anthony G.O. Yeh (2003). Guangzhou City profile. *Cities*, vol. 20, No. 5. p 361-374. https://www.researchgate.net/publication/222644942_Guangzhou
- Di Masi, J. (2006). El delta del Río Perlas, la integración regional y el desarrollo económico chino. <https://dialnet.unirioja.es/servlet/articulo?codigo=1984982>
- Metrópolis (2021) Metropolitan indicators of Guangzhou. <https://indicators.metropolis.org/metropolitan-spaces/guangzhou>
- Oficina Provincial de Estadística de Guangdong, Subdivisión de Guangdong de la Administración General de Aduanas, Departamento de Censos y Estadísticas del Gobierno de Hong Kong, Servicio de Estadísticas y Censos de Macao. *Panorama de la Gran Área de la Bahía*. <https://www.dsec.gov.mo/BayArea/?lang=en-US#s6>
- Tian-Cheng Zheng (2017). Ciudades Globales: procesos sociales de cambio en las nuevas ciudades chinas. Universidad Autónoma de Madrid. https://repositorio.uam.es/bitstream/handle/10486/680704/zheng_tian_cheng.pdf?sequence=1&isAllowed=y
- UN SDG Guangzhou Voluntary Local Review (2018). Vibrancy, inclusion, and Openness; a Mega-City's Road Towards Green Development. <https://sdgs.un.org/documents/un-sdgs-guangzhou-voluntary-local-review-25206>

- ACI Medellín (2011). La cooperación internacional para el desarrollo: una política pública de construcción social de capacidades desde Medellín para la región. <https://acimedellin.org/wp-content/uploads/2017/06/politica-publica-de-cooperacion-medellin.pdf>
- ACI Medellín (2018). Redes de ciudades, una estrategia de relacionamiento internacional. <https://www.acimedellin.org/redes-de-ciudades-una-estrategia-de-relacionamiento-internacional/>
- ACI Medellín (2021). Coopere con Medellín. <https://www.acimedellin.org/coopere-con-medellin/>
- Antioquia Informa (2020). Red Antioqueña de Cooperación Internacional. <https://antioquiainforma.com/red-antioquena-de-cooperacion-internacional/>
- Área Metropolitana del Valle de Aburrá (2019). Cooperación. <https://www.metropol.gov.co/cooperacion>
- Área Metropolitana del Valle de Aburrá (2019). ¿Quiénes somos? <https://www.metropol.gov.co/area/Paginas/somos/quienes-somos.aspx>
- Área Metropolitana del Valle de Aburrá (2020). Plan de gestión 2020-2023: Futuro sostenible. Área Metropolitana Valle de Aburrá. https://www.metropol.gov.co/Documentos_SalaPrensa/Plan%20de%20gesti%C3%B3n%202020-2023%20Futuro%20sostenible.pdf
- Área Metropolitana del Valle de Aburrá (mayo, 2021). Encicla intercambia su experiencia con Ecobici de México. <https://www.metropol.gov.co/Paginas/Noticias/encicla-intercambia-su-experiencia-con-ecobici-de-mexico.aspx>
- Área Metropolitana del Valle de Aburrá (julio, 2021). Medellín: Sede del Foro Metropolitano de Ciudades Inteligentes <https://www.metropol.gov.co/Paginas/Noticias/medellin-sede-del-i-foro-metropolitano-de-ciudades-inteligentes.aspx>
- Área Metropolitana del Valle de Aburrá (agosto, 2021). Área Metropolitana logra conexión de ciclorrutas en Medellín. <https://www.metropol.gov.co/Paginas/Noticias/Con-1110-metros-de-cicloinfraestructura-area-metropolitana-logra-conexion-de-ciclorrutas-en-medellin.aspx>
- Área Metropolitana del Valle de Aburrá (agosto, 2021). El Área e ITM se unen para trabajar por una movilidad sostenible. <https://www.metropol.gov.co/Paginas/Noticias/el-area-e-itm-se-unen-para-trabajar-por-una-movilidad-sostenible.aspx>
- Castaño, I. (2021). A la ciudadanía. Ruta N Medellín <https://www.rutanmedellin.org/es/opini%C3%B3n/item/a-la-ciudadania>
- DANE (2018). Censo Nacional de Población y Vivienda 2018. Gobierno de Colombia.
- Área Metropolitana del Valle de Aburrá. (2019). Historia. <https://www.metropol.gov.co/area/Paginas/somos/Historia.aspx>
- Go to Digital (2019). Go to Digital afirma: “Medellín es un destino atractivo para invertir”. <https://gotodigital.es/gotodigital-afirma-medellin-es-un-destino-atractivo-para-invertir/>
- Medellín Cómo Vamos (2021). Área Metropolitana del Valle de Aburrá. <https://www.medellincomovamos.org/territorio/area-metropolitana-del-valle-de-aburra>
- Observatorio de Cooperación Descentralizada (2014). Cooperación Descentralizada y la Eficacia de la ayuda: una mirada desde los gobiernos locales de América Latina. ACI-Medellín. https://acimedellin.org/wp-content/uploads/2017/06/2_Medellin.pdf
- Ruta N (2019). Plan operacional Ruta N: Estrategia. Ruta N. <https://www.rutanmedellin.org/documentos/informes-control-interno/Plan-Estrategico-2019.pdf>

- Comunidad Metropolitana de Montréal (2017). Mapa del territorio de gran Montréal. https://cmm.qc.ca/wp-content/uploads/2019/02/20171001_carteGenerale_8x11.pdf
- Comunidad Metropolitana de Montréal (2018). Document de Présentation de la CMM. https://cmm.qc.ca/wp-content/uploads/2019/04/Presentation_CMM_2018.pdf
- Comunidad Metropolitana de Montréal (2021). Montréal International . <https://cmm.qc.ca/projets/montreal-international/>
- Foro de Desarrollo Económico y Movilización (2018). Action Plan for International Economic Affairs. Municipio de Montréal. https://portail-m4s.s3.montreal.ca/pdf/vdm_sde_affaires_economiques_internationales_plan_2018-2022_en_0.pdf
- The Constitution Acts 1867 (1867) Testimony of Gobierno de Canadá. <https://laws-lois.justice.gc.ca/eng/const/page-1.html>
- Gobierno de Quebec (2017). Quebec on the World stage: Involved, engaged, thriving. Ministère des Relations internationales et de la Francophonie. http://www.mrif.gouv.qc.ca/content/documents/en/piq_documentlong_en-num.pdf
- Montréal International (2021). Nova Bus increases its manufacturing capacity in Saint-Eustache. <https://www.montrealinternational.com/en/news/nova-bus-increases-its-manufacturing-capacity-in-saint-eustache/>
- Municipio de Montréal (2017). La diplomatie urbaine au service de la collectivité Montréalaise et du monde. Bureau des relations internationales Direction générale. https://portail-m4s.s3.montreal.ca/pdf/la_diplomatie_urbaine_au_service_de_la_collectivite_montrealaise_et_du_monde.pdf
- Nye, J. (1990). Soft Power. *Foreign Policy*, 80, 153. <https://doi.org/10.2307/1148580>
- Observatorio de gran Montréal (2016). Economía Montréal. <http://observatoire.cmm.qc.ca/observatoire-grand-montreal/outils-statistiques-interactifs/grand-montreal-en-statistiques/?t=6&st=100&i=1343&p=2016&e=3>
- Observatorio de gran Montréal (2019). Comunidad Metropolitana de Montréal en cifras. <https://cmm.qc.ca/a-propos/la-cmm-en-chiffres/>
- Schiavon, J. A. (2019). Paradiplomacy around the world. In J. A. Schiavon (Ed.), *Comparative Paradiplomacy* (pp. 34–98). Routledge.
- Vengroff, R., & Rich, J. (2006). Foreign Policy by Other Means: Paradiplomacy and the Canadian Provinces. In P. James, N. Michaud, & M. O'Reilly (Eds.), *Handbook of Canadian Foreign Policy*. Lexington Books.



Financed by



With the support of

Paradiplomacia.org

**World Association of
the Major Metropolises**

Avinyó, 15. 08002 Barcelona (Spain)

Tel. +34 93 342 94 60

metropolis@metropolis.org

metropolis.org

