THE INTA INITIATIVE FOR HABITAT III

CITIES AND TERRITORIES IN TRANSFORMATION

2016

International Urban Development Association

Association Internationale du Développement Urbain

INTA

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ACKNOWLEDGMENT

The International Urban Development Association (INTA) launched a bold initiative around the UN conference Habitat III with the purpose to give sense and clarify both the critical issues and the relevant actors engaged in planning future urban development policies.

Since its creation in 1975, INTA, born of the national new towns policies, gathers decision makers, and public and private practitioners who intend to pool and share their knowledge and expertise, experiences and practices, for the betterment of integrated sustainable urban development.

INTA offers the attentive reader a clarification of the foreseen ruptures that are unavoidable challenges together with some proposals for action on key issues to be those of the city of tomorrow, the city we want to build together, but also those that are already the challenges of the city we inhabit today.

It is the unpretentious ambition of this report to facilitate the ownership of Habitat III proposals by the inhabitants and local policy leaders according to their own vision of their future.

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THE CITIES OF TOMORROW?

"By learning from experience and the sanction of reality, we can protect ourselves from misconceptions, technological totalitarianism and indifference to the environment."
RICHARD SENNETT

"Let's be careful not to enter the future backwards."
PAUL VALÉRY

— Cities change as the world changes

Cities change because the world changes. But make no mistake.

Cities are not in crisis; they are going through irreversible transformations. We are facing three major uncertainties:

- Uncertainties regarding the generic
- Uncertainties on development and the economy
- Uncertainties of territories in the network society

Urban transformations don't bring about insurmountable technical and urbanistic problems: they bring political questions, to which there are no purely technical answers.

If a crisis exists, it is a crisis of representation, of the image, of the appropriation of the city by its inhabitants. The uncertainties arise from the inadequate or inappropriate technical or conceptual planning responses to the realities of the people who live in the city.

If a crisis exists, it is a crisis of representation, of the image, of the appropriation of the city by its inhabitants.

What we therefore need to change more than anything is our approach to the city: we have to stop measuring or describing the city, constructing and managing the city in the same terms and with the same tools we used before.

The city changes because the whole world can reach the city. But its use is ever more ephemeral, more random, more fugitive, and often more precarious.

The city changes through the perception we have of it[1]. We read the city as much through our smartphone applications, the virtual reality, as we do through its concrete space, the real experience. Both uses blend together.

The city is everywhere; there are few places where its influence is not felt, or where we don't depend on it. Despite everything, the fundamentals remain; the raison d'être of the city does not change. The city is the place where the strongest forces, the highest diversity and the greatest knowledge generate an expansion of progress that is rewarding for the whole society (urban or non-urban).

A paradoxical process is manifesting itself: while the city is increasingly moving, its "human resources" are becoming increasingly complex (people, assets, owners, tourists, migrants...), making its boundaries less and less "identifiable". Increasingly, the city asserts itself as much by its areas of influence as by its spatial occupation...

Paradoxically, the concentration of functions in the largest cities produces effects that go against the city's function of "catalyst of diversity". This leads to a functional, social, spatial and individual specialisation, dividing and blocking the city, freezing it in its bastions and its abandoned spaces, in a paradoxical process based on an ideal of both inclusion and conservation.

— Creating the cities of the future: challenge or illusion ?

The city over the next two decades, is the central theme of the 3rd UN Habitat[2] Conference. The event is opening up a range of discussions before and during the conference, to which, besides nation states, thousands of local authorities, non-governmental organisations, researchers, and others have participated and will participate.

Asking how much we can expect from this event is a perfectly legitimate question.

1. If the city is accessible to everyone, for people living in extreme poverty, migration requires money that they do not have or at least not for a whole family and not everyone accesses city services in the same way.

2. Habitat III : 17-20 October 2016, Quito, Ecuador

To answer we need to look at the results of the two previous forums. We should not ignore the many positive contributions of the Habitat Conferences in Vancouver and Istanbul[3] which have helped to increase awareness of the major challenges around housing and urbanisation and the many recommendations that were made to improve the situation. But they were very limited recommendations, due to the need for a consensus between all the parties that participated. This often results in diminishing resolutions to the "lowest common denominator" pushing the most innovative and avant-garde proposals away.

Another weakness of the previous forums is that the proposals generally make reference to a dominant Western urban development model. This model has emerged in the context of the financial globalisation, which attractive power has replaced a variety of vernacular references that break with conventional approaches.

So we should probably consider the Quito conference as another step in a process that might be helpful in improving the living conditions of citizens in their cities, but we should not have expectations that are too great.

We can only meet the challenges for urban development in the next 20 years by practicing some very innovative disruptions from current trends and practices

— The emergence of a society of urban people

While Vancouver focused on housing and Istanbul on the rural-urban dichotomy, Quito puts the city at the centre of the debate. It is above all a profound exploration of what the city of tomorrow will be like, as over 70% of the world population will consist of urban dwellers by 2030.

When we think about the city of tomorrow, we need to take into account the many attempts to objectify urban planning so as to optimise the functioning of this now dominant form of "living together". This requires a profound analysis of what are, or should be, the components of this accelerated concentration of people and

When we think about the city of tomorrow, we need to take into account the many attempts to objectify urban planning so as to optimise the functioning of this now dominant form of "living together".

lifestyles as well as an analysis of the purpose and nature of each of these components.

This brings us back, not even that long ago, to when the urban world was defined in relation to a dominant rural world and seen as the carrier of values of a civilisation rooted in the "Neolithic".

However, the urban world became the dominant model and it therefore must define its own issues and organisational settings.

Ideologies have always played a decisive role in this reflection which has brought us to a "scholarly" functionalism, segmenting activities of a population (housing, work, play...) that are assumed to be homogeneous in a delimited and fixed space and time, allowing rationalisation in segments and isolation.

But the urban "unification" of the planet, although it continues to concentrate most of its population in space that is still limited in scale, sees its density increase at a high speed.

And in such a space, habitat becomes again the essential place of identity for each elementary urban group (the "home"), faced with a growing number of people and the risk of loss of identity.

This gives a special dimension to the developments concerning our usual socioeconomic references, which themselves all represent real revolutions.

What do we make of this:

- Historically the city has always been the place that meets the basic needs of people. But the pressure of events or dominant ideologies can make us forget that purpose.

3. Habitat I: first United Nations Conference on Human Settlements,Vancouver, Canada, May 31 - June 11, 1976
Habitat II: Second United Nations Conference on Human Settlements, Istanbul, Turkey, June 3–14, 1996

We can only meet the challenges for urban development in the next 20 years by practicing some very innovative disruptions from current trends and practices.

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Puebla.
© INTA

- Constantly pushing its limits, the contemporary city comes to dissolve the notion of limits, turning into something "liquid" that no one can seem to grasp. The contemporary city thrusts our traditional distinctions to another history. The contemporary city segregates, attracts, repels and appeals.
- Not that long ago those analyses gave us the feeling of understanding, but they now present us with a Promethean challenge. It is not so much the challenge of control (itself a figure of the past) but the challenges of accompaniment. This brings us to position ourselves somewhere halfway, between the "already there" (marked by the history of the generations that built the city) and the "future" (creation or innovation), through which we appropriate the city.

— The urgency of thinking and acting differently

The systemic crisis of our societies requires new solutions, new debates and radical ideas. It forces us to think about a new economy that serves new needs. It forces us to think about fairer development models that are more rational, more energy efficient, less polluting, less predatorial. Whether the crises are urban or political, we urgently need to build a new "urban culture", one that is based on harmony, on fair trade between human beings, on balance between people and nature. These crises call for a fresh approach to a "mode of production, reproduction and accumulation, always in balance with nature".

This approach calls for a clarification on three positions about the city itself:

These crises call for a fresh approach to a "mode of production, reproduction and accumulation, always in balance with nature".

- The city goes well beyond the juxtaposition of the different functions - housing, transport, economy, environment...
- The city has a meaning that is richer and far more complex than those qualifiers assigned according to what is in vogue - resilient, inclusive, fair, open, intelligent, regenerative...
- The city is much more than a commodity shared between producers, customers and consumers.

Where does the city begin and where does it end? At what government level should it be managed? How do interactions between the levels work? What do the locals demand and how do they live; what leverage is there to provide the right services to the plurality of demands of these populations?

How can we take into account the problems that arise from unemployment, social and territorial inequalities, poverty, economic change, climate change, but also ageing, urban neuroses and diseases, or the feeling of helplessness and the lack of a true vision of urban society in the contemporary world?

We are not trying here to give definitive answers to these questions, which would be a highly pretentious ambition. What we are trying to do is to bring these elements to the table and to provoke a discussion to question old paradigms and encourage new thinking.

It is not so much the challenge of control (itself a figure of the past) but the challenges of accompaniment.

We, the members of INTA, want to assert our strong conviction that we have the ability to create cities that are human, that have respect for their people, that are attentive to their needs.

THE INTA INITIATIVE

The International Urban Development Association (INTA), partner of the changing city, has engaged in a bold initiative, using Habitat III as an opportunity to address the need to give a new significance to contemporary urban development and a clarification of new issues and actors. INTA offers the attentive and interested reader a reflection as well as proposals for action on key topics that will be playing a role as much in the city of tomorrow, which we want to build together, as in the city we inhabit today. These reflections and proposals were drawn from many different perspectives from members around the world.

Born out of the national policies of new towns in 1975, INTA brings together decision makers and public and private practitioners who intend to share their knowledge and expertise, experiences and practices, and who advocate an integrated, sustainable and cross-sector vision of urban development.

The activities of the past years reflect a recognition of our association. This recognition is rooted in the work and proposals accumulated over decades, achieved through the quality of a highly diverse network of urban practitioners from all sectors contributing to the production of the city, while respecting our common ethics charter. This recognition has enabled cooperation and new rich partnerships between state institutions, local authorities, public and private companies, schools, universities and international organisations[4].

As we ourselves are stakeholders of the city, we, the members of INTA, want to assert our strong conviction that we have the ability to create cities that are human, that have respect for their people, that are attentive to their needs. We want to move away from the incantatory words so often used, which only serve to mask the indifference of decision makers to the fate of women and men who make our cities and live in them.

This initiative intends to contribute with the notion that our cities are above all places to live, places that offer "the ability to cope with the problems faced by citizens of a city and citizens of the world". This approach aims to place each moment of urban life under the gaze of a dedicated person and not under that of a purely technical approach. We want to ensure hospitality in public spaces, ensure that there is equity between different areas of the city, ensure security, enable the development of sensitivities or issue information that is understandable for everyone. These are some of the principles and initiatives which we want to put in place to make sure everyone can live in their city.

We want to help trace the path that will allow us to achieve "good living" ("buen vivir"), with a simple perspective: the city is made by and for women and men who live and work there. They are places of production of wealth, places of growth through crossbreeding and hybridisation; the city gives everyone a range of possibilities that allow them to live in the city.

This is what the INTA INITIATIVE is about. The initiative was launched in 2015 and will be continued well after Quito.

What is the initiative?

Since 2015 we mobilised our networks and organised several exchange sessions between elected officials, professionals, researchers, leaders from social movements, and participated in several regional meetings on urban development. We did this with two main objectives:

- Looking at a diversity of situations, we intend to highlight the major trends at work, as well as the strategies to deal with these trends and the priorities for action that need to be taken. These issues are known to us thanks to the diversity of our members,

4. Check all activities and information about INTA's network at www.inta-aivn.org

who are involved and often leading change in all areas of the production, governance and management of cities across continents. This guarantees that our proposals are anchored in reality and, in most cases, transferable across contexts.
- Using these various experiments from different parts of the world, we can start to understand the potential ruptures and innovations that can open new fields of opportunity.

Hundreds of INTA members have supported our initiative by contributing comments on and answers to these grand questions. This exercise encouraged members to reflect on the changes and the principles of action that should be included in an urban agenda for the next 20 years.

Following this collective effort, we ventured to produce this text which presents a possible vision of the future urban world. The strength of the text is that it is not subject to any institutional constraints. It has no claim other than to gather and summarise the many contributions from our members, representing a broad and deep knowledge base, emphasising the "disruptions" and the innovative solutions that we should introduce into urban policies.

Following this collective effort, we ventured to produce this text which presents a possible vision of the future urban world.

Implementing solutions has to involve training. This training must touch all dimensions of existence and should not get locked into fixed models, which would prevent the ability to be creative. In this regard, we must ensure that the "knowledge society" is not the result of a simple deployment of machines that make us forget that this knowledge makes sense only if put in service of a human project.

In the same spirit, it is crucial that we find ways to open citizenship to all inhabitants. The past century has led to a concentration of power (not to say a confiscation). We have to give voice to everyone and find new methods to facilitate open public debate, which requires that each place of debate is designed to be politically impartial.

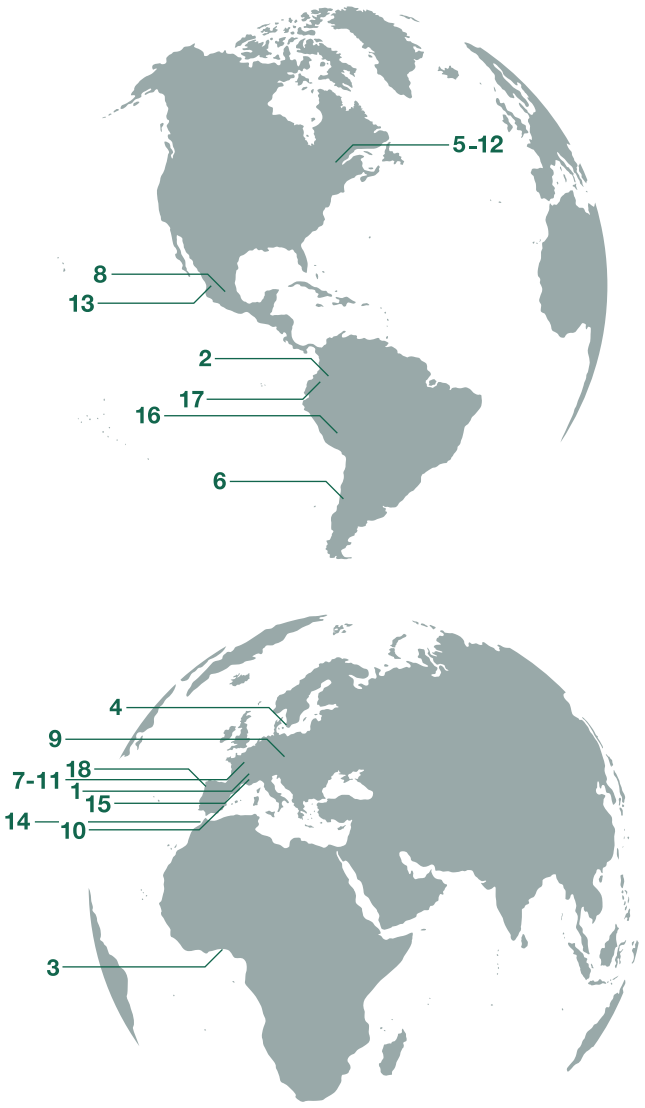
Similarly, it is necessary to distinguish between governing and managing: governing is rooted in the legitimacy of the sovereignty expressed through the votes of the people; managing finds its legitimacy in technical expertise. The former is about objectives, the latter about resources and collective effort.

Right after Quito, we will meet at our annual Congress, this year in Lisbon[5] , where we will decide how to continue in terms of training and public debate. We are looking to organise a series of "forums to mobilise collective intelligence" based on local situations and on the innovations that we have identified as necessary for urban and territorial policies. We will do this using the present text and other contributions from Habitat III, with the aim to broaden the debate as well as identify new contributions towards innovative solutions.

In doing this, we fully assume our historic responsibility as an association to create new towns from the existing city; a place where cultures, knowledge and perspectives come together.

5. INTA40 World Urban Development Congress "Living, Building, Financing the City post Habitat III", 27-30 November 2016, Lisbon, Portugal

INTERNATIONAL AND CROSS SECTORAL PARTICIPATION



1. Lyon, France
Rhone-Alps INTA platform, special session
"Citizen Empowerment to Fight Poverty", *26 May 2015*

2. Medellin, Colombia
Special session at the "Cities for Life" Conference,
31 August – 1 September 2015
> www.inta-aivn.org/en/medellin

3. Cotonou, Bénin - Lomé, Togo
Prospective workshop "Urban mobility in Africa", at the occasion of the opening with CODATU, of a Master on Transport and sustainable mobility in African Cities, *15-16 September 2015*
> www.inta-aivn.org/en/lome

4. Malmö, Sweden
International roundtable on "Liveability", *7-8 Octobre 2015*
> www.inta-aivn.org/en/malmo

5. Montréal, Canada
Participation in the elaboration of the Montreal Declaration on Metropolitan areas in the new urban agenda*,*
6-7 October 2015
> www.inta-aivn.org/en/montreal-metro

6. Santiago de Chile, Chile
International roundtable on "innovation and governance on water management", *21-22 October 2015*
> www.inta-aivn.org/en/santiago

7. Paris, France
Special session at INTA39 Congress "For a new Urban Agenda", *24-26 November 2015*
> www.inta-aivn.org/en/inta39

8. Puebla, Mexique
"Definition of strategic guidelines for the Municipal Urban Masterplan implementation", *13-18 February 2016*
> www.inta-aivn.org/en/puebla

9. Prague, Czech Republic
Side-event at European Habitat, United Nations regional meeting: "role of urban networks in the implementation of the urban agenda", *16-18 March 2016*
> www.inta-aivn.org/en/prague

10. Valencia, Spain
Exchanges in the World Forum on access to land and natural resources, AGTER, *31 Mars - 2 Avril 2016*

11. Paris, France
Special session Caisse des Dépôts "Smart City", *6 April 2016*

12. Montreal, Canada
Seminar "Insight into the Future Urban Agenda and Presentation of an Urban Development Matrix", *13 Avril 2016*
> www.inta-aivn.org/en/montreal-mcgill

13. Toluca, Mexico
Side-event at United National Regional meeting for Latin America and "Metropolitan governance and consolidation of responsible territories", *19 April 2016*
> www.inta-aivn.org/en/toluca

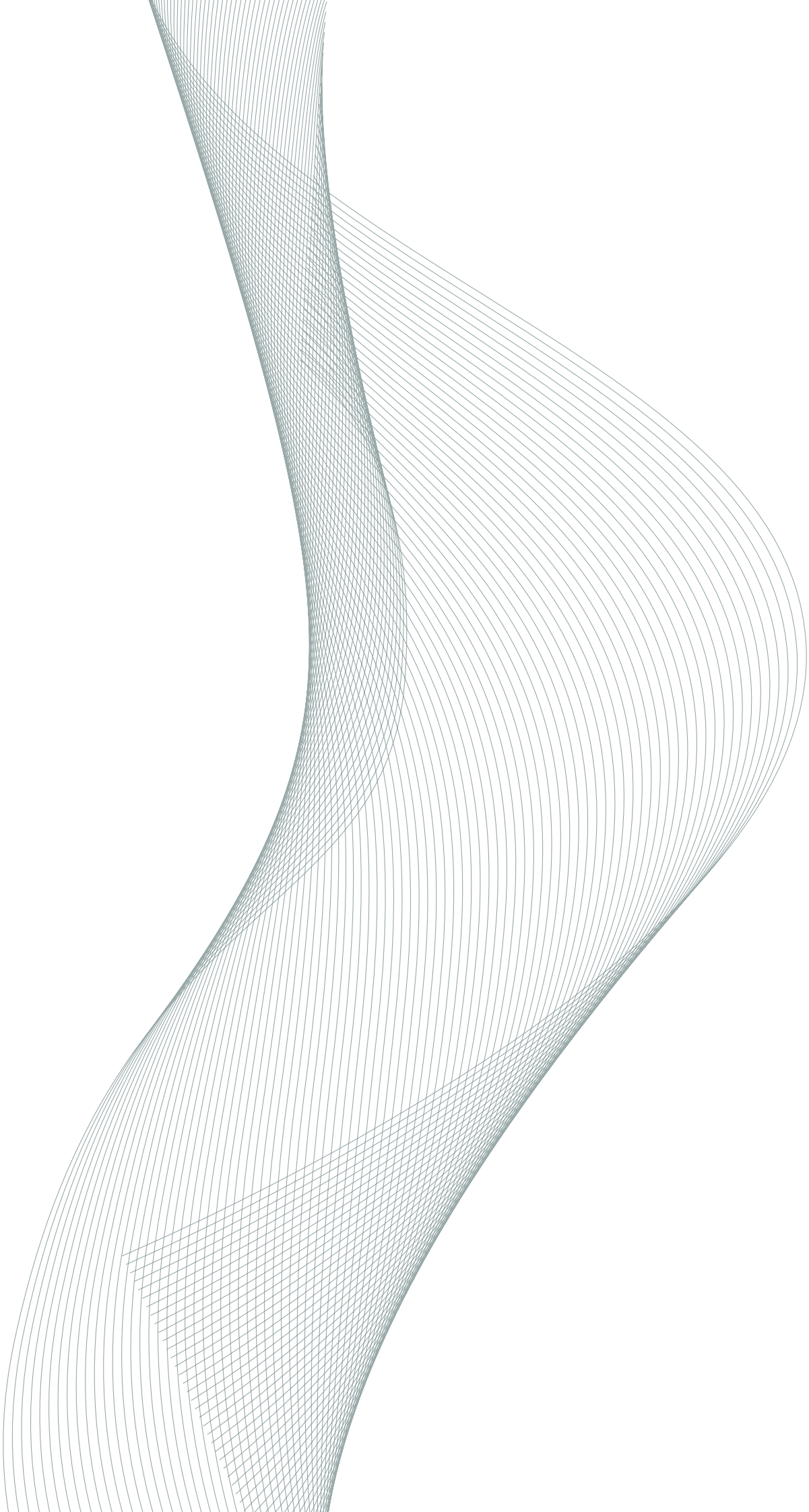
14. Rabat, Morocco
Exchange at the first African Ministerial Forum on Housing and Urban Development (FOMAHDU) "Urban policies and sustainable development", *11-12 May 2016*

15. Grenoble, France
Energy transition workshop: contribution of Grenoble Alps Metropole to Habitat III conference and INTA initiative, *24 June 2016*
> www.inta-aivn.org/en/grenoble

16. Arequipa, Peru
"New Tows in Latin America. The case of Arequipa",
5-10 September, 2016
> www.inta-aivn.org/en/arequipa

17. Quito, Equador
Meeting with the Minister of Urban Development to present the INTA contribution, *15 September 2016*
> www.inta-aivn.org/en/quito-miduvi
Habitat III Conference, *17-20 October 2016*

18. Lisbon, Portugal
INTA40 Congress "Living, building, financing the City post-Habitat III"
27-30 Novembre 2016
> www.inta40.org/en



THE CERTAIN DISRUPTIONS

— Changing demography, ageing and migration

Population growth is not the result of growing birth rates, which are in decline almost everywhere, it is mostly the result of the lengthening of life which allows the juxtaposition of generations and the emergence of "complete lives." These are lives that include, for many, a childhood, a long education, a biological life, work, an active retirement, and a time, mostly short, with loss of autonomy. For the city this means the proliferation of concurrent needs, to be able to deal at the same time with problems of education, entertainment, production, healing, care, or to treat new types of families, often reconstructed or built after the maturing of a previous family.

The city, as the most common territory for people in the future, must therefore be able to meet demands that are increasingly diverse and that come in greater numbers than before. The city must be able to respond to this complexity and cannot be reduced to a simplistic functionalism. It must embrace the diversity of its inhabitants whose daily life paths are all different from that of other household members or neighbours, even if they are in physical or biological proximity.

All these unavoidable challenges turn the city into the place of confrontation and the place of profound change in production and consumption. The rediscovery of short circuits, the sharing of facilities and services, the organisation of exchange platforms of all kinds between inhabitants, all confirm the expectations we have about a **transversal** organisation and a horizontal management of the city.

— Economic changes due to the digital economy and dematerialisation

The city has a major role to play in facing two particular phenomena, both related to the trend of individualisation, affecting the so-called “post-industrial” economy today: first, the digitalisation of the economy and its social organisation, and secondly, the mutation (or disintegration) of the wages. The city is the theatre of this economy, but it must also be one of its actors; not only on the technical and organisational level, but also in a counter-cyclical role of the process of “creative destruction”.

The introduction of the digital city is a source of many innovations. Technology-intensive projects get translated to low technology solutions, with strong social and societal components. The implementation of urban development projects that redefine the relationships between housing, public spaces, traffic and environmental friendliness are a trigger for major innovations with strong citizen engagement.

At the same time however, digitalisation is destroying service jobs, particularly in administration; municipal governments and service activities are among the most affected sectors. Overall, we see little imagination in the proposals to employ such “liberated” current or future assets; those proposals often involve the creation of social service jobs, especially in anticipation of an ageing population. But policy must undoubtedly go further than that, and especially in the field of operations of the city: the city is hyper-mobile, hyper-connected and hyper-augmented and therefore not more readable or more permeable. There is a stronger need for spatial mediation, following the changes

in operations, design and amenities - especially sports, recreational and cultural amenities - which calls for a closer interaction with public space.

There is another need: the need to revitalise the social bond in public spaces. The paucity of attention to this issue has led to terrible moral, societal and the recently-appreciated financial damages. Here we touch on the subject of the reconstruction of popular education.

ILO[6] statistics show that in 2015, for the first time, the permanent employment contract with indefinite duration is no longer the majority form of employment in the world. The decline of the traditional wage is also one of the most effective modes of socialisation; it leads to the flourishing of different forms of self-entrepreneurship, often producing social fragmentation and insecurity, and thus loss of the collective. This change gives rise to innovative initiatives, which are not specifically focused on new forms of employment, but rather on supporting people who no longer benefit from the framework of classical businesses. Protection does not concern only income - or housing security - it also has the desire to break social isolation through social support.

Cities promote new forms of work. The main challenge there lies in the "third places": the production of co-working spaces, now captured by real estate developers, while it should be about promoting "coop-working", which replaces the relation of cooperation to competition.

The connectivity of cities does not create the liveable city, it simply makes it easier. It allows the redefinition of space and time and pushes its borders: it allows to rediscover proximity through instantaneous information, while before this information was being treated centrally and returned to the base, often after being processed and manipulated. Platforms and collaborative communities can now establish themselves outside of a hierarchical framework, and act locally to organise community life and to change attitudes and practices in the city.

The connectivity of cities does not create the liveable city, it simply makes it easier.

But this instantaneous civilisation, with its notifications and responsiveness, could explode before our eyes, without us taking the necessary perspective to really understand the danger that lies in it: the loss of democratic sovereignty, itself mediated through an elective system.

— The preservation of the planet, how to change our habits

Let's rethink the city in a renewed relationship with nature, without claiming an anti-urban position.

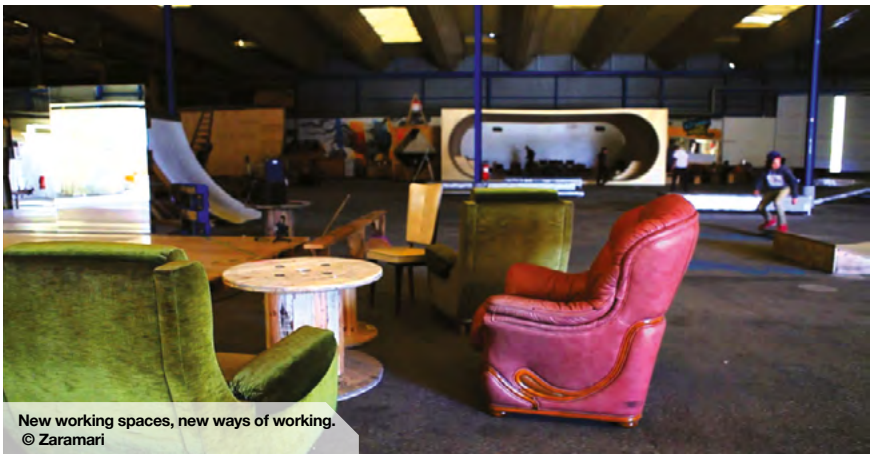
Nature and culture should be seen together

What characterises the environmental issue is that it erases the division between the natural and the social. The Western representation of the world (and especially that of modernity) has always been organised around the strict separation between the natural and the cultural (or the social).

On the one hand, there is nature (supported by science and technology); on the other hand, there is what comes from society (political affaires and common life). The environmental crisis is caused by the natural interrupting the social: our environmental problems have become social problems. Also the social that imposes itself on the natural - our social activities, in particular since the industrial age, are degrading nature.

We need technical innovations that use less resource and produce less waste. We need a reorientation of the financial and economic investments towards less predatory activities.

Yet, if ecological awareness exists at different levels and scales, we can only deplore the lack of action: whether it is about the fight against climate change, reducing pollution or slowing the loss of biodiversity, the measures and actions in place fail profoundly in halting the deterioration of the situation and the threats to the quality of life.



New working spaces, new ways of working.
© Zaramari

6. International Labour Office

The environmental crisis is caused by the natural interrupting the social: our environmental problems have become social problems.

These problems are global problems: they concern our entire way of living, our ways of doing and thinking.

But this cannot be enough: we have to reconsider our lifestyle, our way of inhabiting the earth. This cannot be left to experts alone, it should engage each of us and our collective ability to support ourselves. This is a difficult task, which requires us not only to reflect on the relationship we have with each other, between people, but also to question our relationship with nature: do we have to see the land where we live as a reservoir or a dump? Should we not consider the earth as a constraint?

We have to put in place a co-construction of knowledge to find a balance between a fundamental change in attitudes and new modes of production in the name of environmental risks and the maintenance of technical innovation strategy.

We have to put in place a co-construction of knowledge to find a balance between a fundamental change in attitudes and new modes of production in the name of environmental risks and the maintenance of technical innovation strategy.

In reconsidering our lifestyles, it is not enough to just impose limits, we must explore new possibilities, think about the opportunities that would provide a life in which we are not “masters and possessors of nature”, but where we are “partners in a common world for humans and non-humans”.

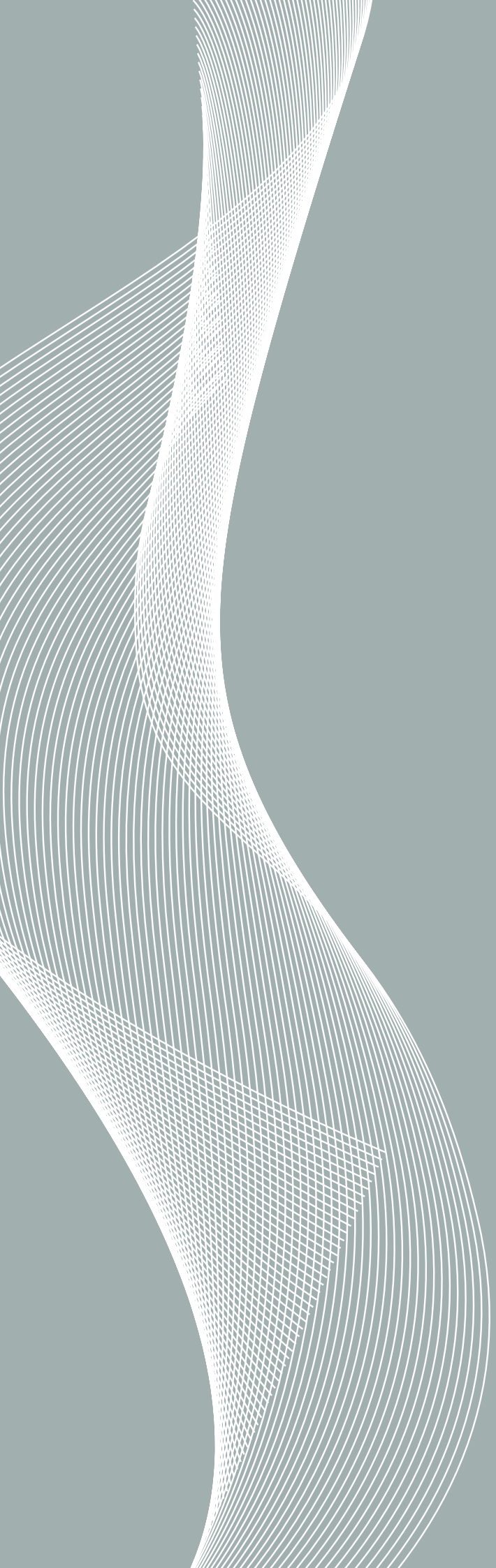
This increasing ecological awareness gives the city, as a spatial dimension of sustainable development, a responsibility of the highest order to provide a ‘buen vivir’ in the long term. It is the city’s own metabolism that has to be optimised so that all its internal functions can adequately work and various thrombosis are avoided which could threaten the various flows due to accelerated growth. In this metabolism, the primacy of private and public transport must be declared in the dense urban area, not as much as an innovative technology discourse or for its interest in urban animation, but rather to harmonise the modes that require speed and the modes that can be practiced in proximity.

We also need to promote density in the city in order to limit wasting energy when making connections between various locations and to regulate energy in an optimised and dense local environment. To have density accepted is probably the largest challenge put forward to architects (for the actual building) and planners (for the public spaces) in the design of a city that is more to “live in” than to be photographed.

Ecological transition in Grenoble metropolitan area.
© EPFL Région de Grenoble

It is in this density that a new urban creation takes root and its variations in the field of art, thanks to a dialogue between people and the places they use, the rhythms of daily life and the multi-functionality of buildings.

It is in the renewal of dialogue with nature that we must succeed, not by preserving the few green spaces, but as a daily component of lifestyles (urban agriculture, shorter link between producers and consumers, integration into the biological life of the city…).



KNOWLEDGE, INNOVATION AND EXPERIMENTATION IN THE URBAN PROJECT

The emergence of an economy based on connectivity and knowledge weakens the links between the home and the workplace as the place where the production process is created and developed. In developed cities nowadays it is not so much the accumulation of capital or physical factors that are favourable to industries, but it is rather the diversity and human wealth and the knowledge and skills all concentrated in one place which ensure creativity, innovation and development.

— Knowledge economy transforms our relation to work

This situation limits the impact of a relation between home and work. However, despite its major individual impact, the impact on the city is still relative, due to the diversity of activities. And even if unemployment often plagues our cities due to the changing economy, this only further weakens the ties that characterised some towns born out of specific limited functions (industry, defence, trade...). One of the main advantages of metropolisation, is that urban areas offer the greatest diversity of jobs most resistant to crises. Moreover, the opportunity for “complete lives” give each family network other structuring sites to which they can connect: shops, schools, public services ...

The choice of location (attractiveness) is therefore defined by a set of uses of the city that each individual can adapt to their own needs.

The city of the 21st century still faces timeless issues such as poverty, inequality, integration of new populations (following migration) or its relation to the spaces that surround it, posing the question of how to preserve agriculture and natural areas. Furthermore, the city has to face the challenges of our own time: the demographic crisis, the energy crisis, digital revolution, the climate crisis or the issue of agriculture (which has to help feed people without destroying the land).

This creates unprecedented challenges, which cities will only be able to meet if they create or innovate, because the know-how of the past is simply insufficient to respond to the scale of this task.

— Urban innovation: a collective work on all levels

The relationship between information and communications technologies (ICT) and the urban sphere is more relevant than ever: the connected city, the digital city, the intelligent city... The shared objective of local authorities and urban services operators is to put the digital at the service of the production of liveable spaces in a more functional, inclusive, resilient and sustainable way.

In the absence of a consensual definition, the criteria of the smart city vary by country, sites and stakeholders, but everywhere the existence of a coherent local urban policy appears as an essential condition, confirming the central role of local authorities in the mutualisation, management and data governance, and therefore the strengthening of territorial engineering in digital development.

The sustainable city and “smart city” find each other when it comes to sobriety in the use of resources (energy, water, raw materials) by adjusting the supply, but also in optimising the consumption, operation and maintenance of urban infrastructure and buildings. It's a technical and industrial challenge of energy grids and loops.

In terms of tools, the ICTs provide solutions to congestion and the use of the car, to energy loss and leakage of water networks, but they do not solve the systemic problems such as motorisation of travel, energy shortages, pollution, climate change or social or territorial inequalities. These issues go beyond systems

of information and call on the mobilisation of human, political and social intelligence. This is why it is necessary to address the issue of the digital in three interrelated fields: infrastructure, services and applications.

Thus, innovation and experimentation are found at the heart of the challenges, in terms of differentiated and flexible offers, efficient management of proximity and attention to focus on the quality of use, at least as much as on the performance of the urban system in general.

Innovation takes many paths (a collective ecosystem of knowledge), which differs from technology (material production of innovation). The innovative process is political, just as it is social and cultural. It is legitimate to ask how the strategy of transformation through innovation and technology can face the challenges of the new urban question. How can innovation, arising from local initiatives, contribute to regional development?

The innovative process is political, just as it is social and cultural.

At the heart of the understanding of the link between innovation and territoriality is the idea that local development is built not by separate blocks or on a sectoral basis, nor by force of the market, but as the result of a chain of individual or collective - and political - actions, interconnected through local initiatives or projects that have intentions and interests, sometimes divergent, but often convergent.

Innovation cannot be thought of only in terms of its usefulness or its purpose. It must also be thought of as a process of building a use, which can take different directions along with cooperation, negotiation, compromise and balance of power: therefore it embraces the social, cultural and political dimensions of everyday life.

Each “social” novelty translates into a concrete flow of resources between individuals (appropriation) and between fixed places (location). The novelty offers the opportunity to access new values (tangible or intangible, monetary or social) which brings us back to the question of fair distribution of benefits associated with its use.

— Cities are a societal project

For a certain number of these challenges, evidence is not lacking. For others, like the challenge of democracy and the challenge of inclusive development, we have not yet seen any concrete evidence beyond mere intentions or recommendations. These challenges may not appear as evidence as it is true that the city is not neutral in its development. Development responds to social, cultural, economic and political objectives. In its development, the city is the social and spatial translation of a social project.

Two positions prevail in contemporary urban development: that of the competitive city and that of the inclusive city. Political staff supports negotiations on the potential of territories at the national and international levels. These negotiations, or choices, risk creating urban spaces that are less equipped than others to make room for external projects based on the needs of population groups. This may lead to regional or social inequalities (peripheries and suburbs) which can result in neighbourhood decay.

In this way the city ceases to be inclusive within all its territories.

Is a compromise between the two approaches possible?

Today, looking at the urban situation at all levels, from the local to the global level, we see a worsening of territorial and social inequality, strengthening exclusions and segregations and a development of urban crises.

Habitat III reveals a major strategic confrontation: what is the relevant field of the urban agenda, between space and urban society? The very fact of considering urban life in society raises many fundamental questions.

- Which links exist between cities and societies? Cities are both the product and the reflection of the societies that they give birth to; but their significance is not identical in time in terms of demographic and economic systems.
- What economic efficiencies nourish cities? With the rise of the digital society, will cities always be the seat and the tool of wealth creation?
- What areas reflect cities and their developments? The materiality of the city is not simply the result of economic and social mechanisms.
- What answers to the problems of contemporary life is urbanism supposed to bring?

There is a common conviction that justifies the problem: the city is regaining its original significance: a form of political and social organisation of civilisations, with our concepts and tools largely inherited from the industrial era. The economy today is insufficient to explain the logic of functioning and evolution. The city has again become social.

The city is regaining its original significance: a form of political and social organisation of civilisations, with our concepts and tools largely inherited from the industrial era.

Behind all the observations made on the difficulties of living in the city, this raises the question: what has the social and societal crisis led to? What comes out of a specific urban crisis? Even if we can see the permanent interactions that may exist between them, we still need to ask the question.

Furthermore, any concept of the city is quintessentially political. This is what emanates from the debate on the “competitive city or inclusive city”. We tend to say that a compromise is possible between these two visions. But the question touches on pretty fundamental topics such as: should we increase or reduce the current trends in the commercialisation of production and urban management? Should socio-spatial segregation be tackled through public intervention mechanisms? Do we tackle urban poverty at the local level or is it a social issue that central government has to manage?

Any concept of the city is quintessentially political.

We cannot answer such questions with a democracy that is thrust to the end like it is now, and without everyone having their say, especially the excluded.

SOME FUNDAMENTAL PRINCIPLES OF ACTION FOR THE FUTURE

The expected growth of the global population and the related growth of urban areas is feeding the urban revolution. Therefore, cities and metropolitan areas are on the front line as the spatial components of sustainable development.

In this context, all territories should be considered in their particular context, whether they belong to old Europe, emerging countries or development countries. The upheavals that we can expect will affect the existing stock of largely urbanised countries as much as the new urban areas. And intervention in existing cities, sometimes dictated by a now obsolete economic organisation, involves complex transformations, all as delicate as the arrival of the new populations on virgin lands for development by directly integrating new development issues.

The upheavals that we can expect will affect the existing stock of largely urbanised countries as much as the new urban areas.

It is from their leadership in the different stages of governance, that the answers to this challenge must emerge, as well as the control of transformations and their daily management. It is therefore important to emphasise several key dimensions that define the priorities of future action.

— "Buen vivir"

"Quality of life" and "dignity" are the main purposes of the city of tomorrow. This aspiration is reflected in the flourishing of a user-based economy, focused on local management (and thus sustainable), on a systemic economy (i.e. circular) and an adaptable production (i.e. resilient). This economy emphasises the control and sharing of non-renewable resources. The economy in the city and the economy of the city remain inseparable.

A "better living together" is achieved by supporting habitat stakeholders in

The economy in the city and the economy of the city remain inseparable.

urban, social and intergenerational diversity. Innovative devices that organise local human support and participatory governance with strong citizen involvement permit current societal problems to be addressed. These tools of "living and making together" are spread throughout the building, neighbourhood or territory with the aim of supporting the autonomy of people through collaborative activities (gardening, sports, friendly events...) and pooling equipment (tools for gardening, DIY, kitchen...) as well as services (babysitting, carpooling, using the races...).

By strengthening links of solidarity and reciprocity and fighting against isolation of the most fragile, we are improving purchasing power and sustainable cohesive neighbourhood dynamics. These conditions favour the emergence of urban citizenship in which people are involved in decision-making processes of public policy alongside the institutional local actors.

— Refusing a dominant urban model

The responsibility and competence of public action of nation states and local governments must be to develop a comprehensive and integrated project of territorial development, urban (spatial) and human (social) at the same time. A project that fits within space (territory) and duration (time), and which is legitimatised through an operational and financial programme, within a transparent legal framework. This project defines the conditions of public-private partnerships based on the concerted mobilisation of all financial

Solidarity and reciprocity in the housing environment. © Récipro-Cité

actors (international institutions, nation states, local authorities, private equity, savings...)

These projects cover all areas of action: economy and employment, housing, health, education, culture, social cohesion and solidarity, mobility, environmental quality, access to natural resources and their preservation... This territorial and human development must at the same time respond to both the urgency of dramatic situations and fit within time. For this purpose, transient and ephemeral phases can be considered as part of an ambitious and sustainable programme. The role of public action must remain critical, supported by proximity and decentralised skills within a legal framework that guarantees participation.

The forms of social life that have succeeded to grow, even in urban neighbourhoods with the most precarious standards for housing and communal hygiene, should be perpetuated, in the progressive evolution of these cities, as they move towards the standards of cities in developed countries. We have to identify more decisively the destructive processes and build "exotic" socio-economic forms in additional models of contemporary design.

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The unique model of human society is a fantasy, just as there can be no single model for urban development. This would lead to a standardisation of the organisation and the form of cities. So we must abandon the idea of a dominant model of urban development: no model can be legitimately claimed to organise all cities. Standards or design principles have no universal value, and costly errors committed in the name of dogmatic architectural or planning principles continue to undermine innovation and urban creativity. Every town and city respectful of its tangible and intangible heritage, respectful of its people, their histories and cultures, must be able to retain and build its own identity.

Cities are at the same time the principal consumer of natural resources and energy and the principal polluter; but they are also leading producers and creators of wealth. To build a city of well-being and efficiency brings a great challenge and an unavoidable obligation, thanks to local resourced materials, renewable energy, and an innovative construction process that takes into account local know-how. This new approach is a prerequisite for the production of affordable habitat.

Let us hope that the usual and vernacular habitat, born out of interactions with nature by many generations and a carrier of "buen vivir", will be at the basis of design of urban spaces tomorrow.

— The changing scales of intervention

One of the difficulties of building social links is the loss of the human scale in the design and the production of the city. Increasing population, increasing distances and higher densities have fractured social relations. How then to meet each other in a city of multiple speeds and multiple dimensions?

It would be vain to try to deal with all subjects and all their dimensions in a holistic and global approach and under an all-competent governance. The unprecedented scale of urban areas requires both global control and essential proximity to formalise a relevant diagnosis and propose appropriate and effective solutions at all levels. The multiple city or archipelago town is a solution by its constitution in neighbourhoods where identity is strong in terms of skills, cultural wealth, and accessibility.

From control of major risks which our cities may one day be confronted with, to the management of daily events in line with the daily habits of inhabitants, it is a complex system where local problems must be tackled at the appropriate level. And, by integrating local cultures and traditions, we have to avoid developing solutions that are out of touch with local realities, which only results in dysfunction and the discrediting of territorial governance.

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— The economy of the new city

As much for the city as for the overall economy, the "trickle down" theory has been proven wrong. The concentration of the creation of wealth in metropolitan hyper-centres must not be misunderstood: the crystallisation is based on valuation systems that branch out far beyond the places of production of wealth. But their profit is unequivocal and centripetal.

The concentration of the creation of wealth is based on valuation systems that branch out far beyond the places of production of wealth.

So what is the economy of a city? We can no longer grasp the wealth of the city by only looking at the "value added" of exportable activities, direct employment and real estate capitalisation. Yet it is these few words that are used as a foundation for classic "economic development strategies", sometimes even based on an established view of "creative destruction". The management of the destruction is being entrusted to state devices of compensation and/or redistribution.

What we see today is an "unsustainability" of these devices for the public employees, because of increasing costs and their inability to oppose the irreversible destruction of natural, social and societal heritage. These negative impacts deeply undermine metropolitan systems and will increasingly affect the "consecrated" engines of growth.

Therefore, we must first change the strategic thinking on the scale of the global economy of the city, with an integrated understanding by broadening the scope:

We must first change the strategic thinking on the scale of the global economy of the city.

- for a better integration of internal and external flows (financial, material, energy, knowledge, data, skills, etc.)
- for the evaluation of positive or negative externalities of actions and projects - with the specific challenge of having to do that assessment at different territorial levels for the same project;
- for a less reductive identification of economic agents: households, volunteers, biodiversity, etc. are all economic agents. And the city itself is not a mere recipient of economic activity, but an economic system as such.

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These three points pose the difficult task of substantially improving the methods of observation and evaluation of these new factors, as well as all initiatives that will result from this; with the difficulty of having to integrate value units of a different nature, which are not reducible to the monetisation methods used in "classic" project evaluations.

There is a significant challenge to elected officials and to urban and economic researchers, made worse by the fact that statistical institutes, regardless of the country they are in, are organised to produce performance indicators based on national clusters, much more than on streams and internal balances. The rise of open data, if properly directed, can help solve this situation.

The commons

In regard to "assets in common", access to water is of paramount importance, both for direct use as for the development of local subsistence farming. We should consider land and water as "collective", "community" and "public" property by separating ownership from use. Planning the land as a common good is a

prerequisite for ensuring the right to the city for all, promoting diversity and social cohesion and producing affordable housing.

Global Platform for the Right to the City
Plataforma Global por el Derecho a la Ciudad
Plataforma Global pelo Direito à Cidade

Initiative en cours pour le droit à la ville.
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Beyond the access to land and water, it seems essential to strengthen the notion of "the commons" in resources and essential services for the lives of all human beings: access to information and knowledge, tools for communication and mobility ... This assertion of common goods must be accompanied by the establishment of a "universal basic income" and the emergence of a "more systemic and cooperative economy".

The central question of the city remains that of safeguarding common goods, including public spaces. But the problem of the commons is not common property, it is the definition of the rights of use of these commons. Anthropology even suggests regimes where "the systems of interaction between humans and non-humans" - people and the city for example - "would be the holder of rights, humans being only the usufructuaries and agents."

This principle opposes the "possessive individualism" that has governed social order since the Industrial Revolution and the Enlightenment, including those significant advances in favour of ecology. The importance of taking into account interrelations as a source of progress in the evolution of the city confirms this principle, now politically reflected in the Constitution of Ecuador, irrespective of the difficulty of building new democratic rules from there.

We want to highlight the need to control the development of our large urban concentrations without giving up control in the sole interests of the techno-industrial groups, groups that often have goals that do not correspond to "the common good".

Land and building policies

The quantitative challenge is exceptional and the increase of wealth much slower than the pace of urbanisation in countries where growth of wealth is now concentrated. New forms of production must be created, based on the principles of "progressivity" and the prioritisation of actions. In rapidly developing sectors, such progressivity should recognise the implementation of priority infrastructure and allow their management to be in the interest of the public. This is of course the case for water, electricity as well as a circular economy, necessary for the treatment of urban waste.

Public efforts in planning should be concentrated on producing these progressive forms of habitat. These forms are defined by their adaptation to the environment and their ability to produce effective social relationships. They generate the solidarity that is so

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necessary in cities and move away from making inhabitants superfluous.

If habitat must allow the largest possible experimental diversity, both in terms of buildings and appropriation of use, then real estate, land control and in particular land development, has to remain the domain of the general interest, to prevent speculation and preserve the long-term future development of the territory.

Public control of land, long land leases, or the development of land cooperatives (such as Community Land Trust) are models to advocate for. Their forms of financing are being valued in the long term, in contrast to the built environment that is being made obsolete in the short term.

New forms of financing, planning and construction

The speed of development outside of developed countries, especially in cities, does not allow urbanism and housing development with the same physical, economic and financial standards as those in Europe and North America. In those regions the ability to fund was generally in line with the rate of investment needed.

The financial resources that ensure cities and metropolitan areas are in line with the needs and the aspirations of people in terms of services, housing ... have never been more crucial. The ability of local authorities to respond to these challenges will define our social and human future. In this context the management and control of urban finances by local authorities which includes citizen participation becomes a democratic challenge for the "well-being" of city dwellers.

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There are many alternative forms that make ample room for solutions based on proximity and solidarity. These forms should consider control and transfer of land, development of critical networks and constructing provisional ephemeral buildings, with a gradual evolution in quality.

At the local level, we hope that local governments can create the tools to capture some of the value added in their territories and inject them back into the development of the city for the benefit of all. We also wish for the active participation of citizens in monitoring the use of local finances, through citizen representation in management or operations. This can be done through participatory budgets making the population a real stakeholder in the process of planning, allocation of funds and monitoring and evaluation of public spending.

Global financial institutions, which see housing as a private investment, should steer their support towards local authorities on the control and transfer of land with the aim to encourage long-term development. As we can see, the real question remains that of planning, and its principles and methods as supported by the international financial Institutions (IFIs).

Private savings and housing

Private savings can be used more as intermediation vehicles to finance housing, a necessary tool to quickly achieve quality housing for the largest number of rental preference, especially as homeownership proves to have little compatibility with the current fragility of resources and employment.

Part of this built environment can be used collectively through long-term land lease managed by specialised managers who are not intended to be real estate companies, with the purpose of inserting displaced populations. This can provide a connection between transitional and ephemeral self-built housing and access to appropriate quality accommodation.

— Nature, culture and the urban project

Urban development and its appropriation by people, both in the built environment and the social identity, cannot be envisaged without priority being given to the nature/culture dyad.

Nature, because city dwellers in the future will be mostly born in the city and a growing number of socio-economic migrants have kept a close relationship with their original territories. For them, the consciousness of harmony with nature is translated in the development of new relationships in urban living with nature and is not limited to the traditional green spaces. Nature must be at the heart of the lived habitat, and we should advocate for an original urban biodiversity, whereas nature in the rural hinterland should be preserved as much as possible.

Urban agriculture is a key theme of this transition. It helps to preserve the link between people and the

land they occupy while optimising essential food supplies locally.

The introduction of environmental values in the urban project also leads us to align the urban project with natural cycles: whether it is about greening to offset heat islands, the absorption of floods and rainfall peaks, development of urban agriculture and peri-urban agriculture food, in all these areas the planning approach must be in line with seasonal cycles, weather cycles, cycles of growth of plant; space must give space to time. More generally, the limits of natural resources should govern future development and prepare for resilience of the city; sustainability should not only be assessed at the dimension of each space, but assessed in function of the solidarity it preserves or generates at the global level.

The introduction of environmental values in the urban project also leads us to align the urban project with natural cycles.

All of this underlines the need to give time to the development of the urban project. Segmentation between scholarly research of opportunity, programming, implementation phase, management; evaluations prove to be less and less useful. Ways of creating the city such as urbanisation by usage based on the principle of hibernation gradually feeding the built spaces and shifts further development make lean towards the establishment of a continuum involving iterations between projection and realisation. This calls for a different set of practices, a change in the organisation of public authorities in charge of the city, and an update of urban engineering. It also challenges the operators of the city on the development of new business models for urban projects.

The city is the culture where a new civilisation can come to be. This culture is based on tradition, and will become innovative in a world where the built environment and public spaces frame public and private social life. This social life will be carried by all that the digital revolution brings as original capacity and the means to translate the urban community into instant life.

The urban territory of tomorrow will either grow a culture in its image, ie representing human diversity, or lose all form of identity, or even humanity.

The urban and rural relations

To think of the city of tomorrow is also to question urban development in connection with surrounding territories. This places the binomial urban-rural dichotomy within a perspective of reciprocal and inclusive development. Is it reasonable, while big cities are "exploding", to see small and medium cities collapse and rural and mountain areas abandoned and depopulated? Is it profitable that development, without a limit on expanding large metropoles, is happening by "looting" natural, financial and human resources, without ensuring quality of life for all its inhabitants? The city of tomorrow, particularly the metropolitan areas, needs to rethink its relationship with rural areas, as part of a global policy of regional planning, taking into account the diversity and complementarity of the regions, while ensuring inclusiveness.

Major attention will have to be given to the safety of people in places that are subjected to rapid human upheaval, with all that this means for the exacerbation of potential conflicts between communities, ethnicities, customs and religions. The search for social diversity is constantly in tension with a natural tendency for ghettoization or community retreat.

Travel, mobility, accessibility

Today the majority of urban trips are related to different factors of links between the home and the workplace (access to services, leisure, places for mutual aid, etc.) which makes the conventional notion of business areas obsolete. Urban planners will vouch for local collective operations while building the outlines of a

Urban mobility in Africa. ©INTA

more flexible organisation of links between activities and neighbourhoods (e.g. co-working spaces), as well as ways to use these links with public transport or light transport (bicycles, tricycles, small electric vehicles...).

Risks and resilience

The state and local authorities are the only ones to understand and prevent major risks and they need to put in place warning and protection systems concerning large natural disasters as these could threaten the resilience of a habitat[7].

The concentration of the population in urban territories, and its increased exposure to natural disasters coming from human activity, demands, especially in times of financial constraints, the provisional definition of a public policy of major infrastructure projects linked to priority issues of territories which allows us to muster the necessary resources for daily life in the best possible conditions.

— Territorial governance and new citizenship

Urban democracy will have to adapt to a local form. The current form of elections will move even closer to a negotiation with residents aimed at integrating local experiments. The emergence of a new democratic involvement will make room for valuable initiatives, innovation and local experimentations.

If the state wants to keep playing an essential role, it must fully recognise the skills of local actors, the decentralisation of state services, especially to local authorities, which must have a guaranteed autonomy and financial resources, coming from state grants and the ability to raise taxes. This clearly raises the question of fair and equitable taxes, a requirement for solidarity and therefore social cohesion and the effectiveness of public action. This must be considered as a requirement for solidarity between territories and people and as a condition for the effectiveness of public action.

The major role played by territorial governance must be reaffirmed, in a world where metropolisation puts urban managers in front of ever greater responsibilities, both in terms of quality of life in a specific urban entity and the competition between expanding metropolises.

The governors of the large metropoles constitute a crucial network, a network of those who have the main responsibility for adapting territories to the multiple challenges that arise from the revolutions mentioned above.

It is the transversality of their relationship, in sharing best practices and adapting local innovations from elsewhere, that forges the success of complex urban territories.

This governance in large urban concentrations will have to invent a new democratic dialogue so as to develop a new citizenship, a new urbanity. This dialogue must reflect both the evolution of cultures, behaviours and morals and disseminate the information and knowledge enabled by the digital revolution; it must ensure to incorporate each city sector in the collective project through an organised and properly connected multipolarity.

This rapprochement and sharing is strengthened by immediate knowledge and must allow real empowerment of the people by providing the means for effective participation and involvement. This is the establishment of the terms of a new dialogue, one that is more balanced within urban governance, with the aim of sharing the essential information necessary to develop and carry out urban policies.

The Internet and digital networks promote cultural and linguistic diversity. The use of digital techniques are the key determinant of democratic transparency. The vertical political power will become more horizontal, but giving more responsibility to the citizens who are not currently empowered to decide for themselves. The question then is how to build a new democratic compromise?

This democracy of “engagement” will then help the emergence of the priority uses of everyday life, giving strength to a collaborative development of urban projects, making a positive and useful counterweight to the medium-term vision that helps sustain the usual

7. An example of breaking with complex effects on the territory is that of major infrastructure projects to ensure the resilience of port cities and regions in facing climate change. A local “sustainable” development can only be achieved if the port authorities and economic stakeholders jointly develop a common strategy on the future of the port, expectations in terms of economic and environmental performance, employment, urban development, quality of life, etc.
For many port cities this means a disruption in the existing modes of governance as the city will have to learn to negotiate with the port on its strategic objectives. Cooperation on urban and port development projects becomes the keystone of this new city-port governance of which large parts yet need to be invented. *Source Olivier Lemaire, IACP, Le Havre, 2016.*

elective democracy, while renewing the form of debate with residents (urban workshops, negotiated planning…).

Empowerment of citizens

The city of tomorrow cannot be created without its inhabitants, without those who live the city. But what is evident and is expressed is that people do not feel sufficiently involved in this future.

"Giving the city back to its inhabitants" is to go against this feeling. This desire cannot be reduced to just one effort, no matter how laudable, in favour of the "representative democracy". Nothing will change as long as we do not involve the inhabitants from the start of decision-making and not only on the result. Decision-making starts with the diagnosis of needs and the construction of projects based on those needs. Hence, it is essential to adapt the notion of citizenship in a multicultural society, to find the conditions of living together which do not denigrate a number of differences in the identities of people and social groups.

It is essential to adapt the notion of citizenship in a multicultural society.

Inhabitants need to be able to free their creative abilities in all areas of cultural and economic social life, to grasp the complexity of the city, the contradictions and challenges that are expressed there; to appropriate the various scales of the city and governance (local areas, ever tighter knit neighbourhoods); to consider ourselves at the same time individuals and social beings, "social beings" who renounce absolute freedom to comply with the general interest; individuals to whom society guarantees respect for their material, civic and moral rights; being released from the shackles of corruption and cronyism; to feel a satisfaction in life to engage boldly with the future, and to embrace utopias.

Empowerment and territorial equity

The urban dynamics, whether metropolitan or territorial, do not benefit everyone in the same way. Because of mobility of activities and population, the dynamics redraw the map of the territories but also the map of insecurity and poverty, whose forms are diversifying. This dual phenomenon of growing poverty and its concentration in cities pushes a large number of actors to seek new ways for inclusion and strengthening of individual capacities. The financial strain exerted acutely, positively encourages organisations and individuals to new forms of organisation. Faced with unprecedented social questions, urban policy must change and innovate.

Change: articulating the input by the public and the territory. In other words, seeking to harmonise national policies of redistribution and urban policy, acting locally. Universalist social policies are blind. They treat individuals without distinction while the city policy promotes regionalised treatment of poverty confined to neighbourhoods. In addition, the administrative segmentation and professional specialisation of the actors make articulation of territorial development objectives and promotion of individual trajectories difficult.

Innovate: to meet current social needs, responses must make mobility, accessibility and capacity-building a first goal of social policy. This implies going beyond the common practice and adopting a more proactive and preventive perspective that understands the individual trajectories of people. To accomplish this requires knowing how to mobilise social innovation in the design and implementation of planning policies and in assisting individuals in fragile situations.

Knowing how to mobilise social innovation in the design and implementation of planning policies and in assisting individuals in fragile situations.

Concertation, co-production, collaboration. ©Ville de Malmo

Thinking about poverty in general terms only produced generic and average responses, that were difficult to adapt to the specific situations of people. Locating the individual at the heart of the approach generates more flexible and adaptable thinking patterns. This leads to innovative and inclusive policies, generating particularly positive social and cultural dynamics.

In this sense, cooperative housing formulas present a great potential, with better-controlled and more sustainable costs, both in terms of design patterns, housing production and management. The cooperative dynamic allows the inclusion of people with less financial means and the growth of a genuine neighbourhood solidarity. In addition it promotes individual responsibility.

Mediation is a powerful tool, and the dynamics of "empowerment" show to what extent mediation plays a leading role. However, it seems that creating the conditions for dialogue between the institution and the individual by way of mediation takes a long time (provided as an association in many cases). Sustainability creates a trust in actors and encourages participation.

This statement perfectly illustrates a trend to balance a strict application of uniform desk policies versus a search for adaptability to the ever more specific requests of individuals.

Urban regulations and solidarity

We must make place - without undervaluing classic redistribution of shares by public authorities - for a process of control and rebalancing based on solidarity. Solidarity should be seen not only in the sense of social equity, but also as an objective solidarity between territorial elements. Only these processes can achieve some form of recovery which the city cannot do without; not only to help the deployment of such projects, but also to prevent their removal by the preponderance of the city production patterns governed by a partial and primary assessment of their productivity.

We must make place for a process of control and rebalancing based on solidarity.

Urbanised societies are beginning to discover the value of these inclusive inter-territorial strategies in France, for example, with reciprocity agreements between metropolis and their rural hinterlands, or with the Territorial Development Contracts, or Territorial Poles for Economic Cooperation, which are intended to synergise businesses, the structures of the social and solidarity economy and public authorities, in the service of a new territorial development model. The interest of these approaches, still in the exploratory phase, is less in the identification of a "performance" which is still difficult to measure at this stage, than in the substitution of interdependent values and the inappropriate concept of "competition between territories".

NEW INTERNATIONAL STANCE

Geopolitical changes and the proliferation of local conflicts and wars, the rise of ideologies of identity, racism and xenophobia, violations of human rights and democracy, development inequalities, competition in access to resources, are not without consequences on the future of many cities. More than ever, the cities and metropoles of a continent, of the world, are interdependent and working in networks. They share the same risks, the consequences of their crises, as well as the benefits of progress. They are at a crossroads: either to base international relations on competitiveness, or to choose cooperation and solidarity.

At the occasion of the United Nations European Regional Meeting in Prague[8], several international urban networks (Paris Region Planning Agency, Metropolis, INTA, ISOCARP, UCLG, URBACT, AdP Villes en Développement have endorsed several conclusions:

National and international networking organizations are key players in supporting cities in the implementation of the New Urban Agenda. National governments ought to recognize the importance of these networks and networking programmes, and to involve them in the design of national frameworks for urban development policies making good use of their wide experience and knowledge, as well as supporting them financially when necessary.

“Peer to peer” cooperation between cities and practitioners organisations has played a crucial role in enhancing the capacities of cities and town to better manage their territories. Cooperation among cities, building on long-term process of exchanges, on job trainings, seminars, etc. provide cities with tools to raise awareness among the main decision makers and to enhance real technical capacities at local levels. Local cooperation does not replace bilateral (national) cooperation, but can provide useful support and help. National governments might define clear framework to open and support local governments to develop international cooperation for the benefit of their urban and territorial development.

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Cities and towns will implement the New Urban Agenda. Local governments and professional networking organizations and civil society bodies are legitimate in their claim to direct access to decision-making bodies and processes at the international level on issues of urban and territorial development.

Soft integrated planning (urban policies and strategies) is essential to frame and to preserve and protect environment and heritage; therefore, direct access to loans and grants from international donors might greatly help to place economic and social development in the right framework and scale.

An integrated approach is a precondition for sustainable urban policies. Planning and implementation include both horizontal integration of sectoral policies and vertical integration of key urban actors at local, regional and national levels.

8. United National Regional meeting European Habitat, Prague, Czech Republic, 16-18 March 2016

Participative leadership is necessary for the success of planning and implementing integrated urban policies. Linked to the integrated approach is the participatory approach. When integrated and participative policies are lacking, City leaders can turn to innovative projects by taking advantage of city and professional networking organisations and their capacity to share in other cities experiences.

Climate change calls for large territorial planning. Green Fund is one of the key international tools devoted to Climate change mitigation and attenuation. Green fund might have a specific grant focus on territorial planning to be accessible for local governments, networking organizations and civil society bodies.

Across the world housing, as a key urban sector, is in crisis. Housing market forces are not able to provide adequate and affordable housing for large part of the society, creating conditions of under standard settlements. Governments, International donors, networking organizations and civil society ought to join their efforts to tackle this global challenge and create financial, technical and institutional mechanisms to produce adequate, decent and affordable housing for all.
Governments, local authorities and administrations might recognize informal housing as a legitimate and historical process to build cities, especially when public capacities and competencies, but also private housing sector, are unable to produce housing for all. New sources of funding and new delivery mechanisms for adequate housing ought to be explored in cooperation with all stakeholders.

International finance is more and more linked with non-appropriate investments for sustainable city development. Large “ghost cities” are created in developing and developed countries, as well in authoritarian regime as in liberal economy. The result is high speculation on land and real estate and privatisation of public spaces. Social and spatial segregation is increasing particularly in low regulated urban markets. National and local governments have the responsibility to regulate and monitor the housing and real estate markets by appropriate and accepted mechanisms or incentives.

In conclusion, INTA calls the attention of it membership and partners, and of policy makers at national or local levels, on international networking organisations that have the capacity to mobilize a large diversity of actors to foster sustainable urban solutions in the framework of the New Global Urban Agenda.

INTA invites its membership and partners, and policy makers at national or local levels, to recognise the importance to track progress, assess impact and ensure the effective and timely implementation of the principles of the New Global Urban Agenda.

Operational dedicated means provided to the international professional networks by international donors and national authorities would greatly facilitate the implementation of the New Global Urban Agenda.

INTA invites its membership and partners, and policy-makers at national or local levels, to acknowledge the contribution from the private real estate and building sectors in the production of a sustainable city as a way to reinforce partnership in mutual learning and exchanges of workable solutions.

INTA invites its membership and partners, and policy-makers at national or local levels, to recognise the positive role of local governments and international networking organisations to deliver capacity development and collaborative actions on urban and territorial policies.

Operational dedicated means provided to the international professional networks by international donors and national authorities would greatly facilitate the implementation of the New Global Urban Agenda.

INTA invites its membership and partners, and policy-makers at national or local levels, to recognise the positive role of local governments and international networking organisations to deliver capacity development and collaborative actions on urban and territorial policies.

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Mobilité urbaine en Afrique.

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The Board thanks the following organisations for their support:

INTA's Governing Board is grateful to all the people, institutions, organisations and communities that have allowed and enriched this initiative during this long process of maturation.
The INTA Board thanks for their support in particular Grenoble Alpes Métropole, the CDC Group, RATP, Carrefour, Foundation Chile, Aguas Andinas, PT Ciputra Residence and Foundation Palladio.

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Africa

Benin	Ministry of Decentralisation in Cotonou
Morocco	Agency of Oujda
Togo	African School of Architecture and Urbanism in Lomé

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Latin America

Chile	Group Aguas Andinas, Chile Foundation in Santiago
Colombia	Municipality of Medellin
Ecuador	Ministry of Housing and Environment in Quito
Mexico	Municipality of Puebla, Puebla Planning Institute
Peru	Dirección General de Políticas y Vivienda y Urbanismo in Regulación General Directorate of Housing and Urban Development Policies and Regulation, Peruvian Chamber of Construction (CAPECO), Regional Council of Arequipa
Venezuela	Caracas Metropolitan Institute of Planning

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North America

Canada	Municipality of Montreal, McGill University in Montreal

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France	Association Internationale Villes et Port (AIVP), Association pour l'amélioration de la Gouvernance de la Terre, de l'Eau et des Ressources Naturelles (AGTER), Atelier Bastille-Ecole d'Architecture de Paris la Seine, Carrefour Group CODATU Foundation and Institute Palladio Grenoble Alpes Métropole, Groupe Caisse des Dépôts et Consignations (CDC), INTA Auvergne Rhône Alpes platform Lyon Metropole, , New CITYzens RATP Group, Réciprocité Ville de Paris
Italy	Municipality of Santa Margherita
Netherlands	Fontys University in Tilburg
Portugal	Municipality of Lisbon, Technical University of Lisbon
Sweden	Malmö, Nordic City Network

ANNEXES

— The distinctiveness of the Latin American context

The first distinctiveness in Latin America is that of power relationships being in constant change, which involves a repositioning of public and private actors. Some analysts note a periodic return of authoritarian tendencies and a latent political instability, which is due to a lack of credibility and the perceived legitimacy of institutions. This results in a difficulty in anticipating the institutional panorama and in planning actions. This problem of the fragility of institutions complicates the implementation of regional projects, which are long-term by definition.

We need to ask the question “What is to be done facing the need to adopt a position?” It is helpful to take a step back to get a better perspective and understanding of the interests and stakeholders involved. Latin America in its diversity and complexity offers a range of positions and counter-positions: between democracy on the one hand and populism and authoritarianism on the other hand, both on the right and left, neoliberal and progressive.

Is the lack of definition a formula to adapt to constant change? How do we build a territorial project either at the level of the city or at the metropolitan level? How do we change the vision of the stakeholders who today are devoted to discussing territorial limits with their neighbours, instead of advancing towards territorial solidarity in a even broader sense than is evident in France, for example?

How do we insert into the public discussion the role of decentralised authorities? This is not just a question of skills; it also requires an appropriate management structure such as a planning agency or metropolitan organisations in a context where people demand less bureaucracy.

The metropolitan fact shows the limits of normative frameworks. The major Latin American cities need to implement a land reform system. Hence the need to know and understand the positions of the stakeholders.

The question of “buen vivir” and of living together implies the existence of a common project and this is where we must be practical to have the support of stakeholders. Violence and impunity are two major problems for the “buen vivir”. One remains bound to the other, and their presence clearly means a risk to any effort to build a project of “living together”. Social investment is an important prerequisite for reducing violence.

The major Latin American cities occupy the top positions in the classification of “dangerous cities for women”. Whether an actual situation (for residents) or a perception (in the eyes of the authorities), the facts are there, and the public authorities must implement projects to reduce the dangers of the city - in transport, in the street, even in semi-public spaces such as workspaces, it is important to reduce the feeling of vulnerability!

— Innovations and experimentations: landmarks

Urban innovation is both technical and social. Students of McGill University in Montreal (Canada), like those of Fontys University of Tilburg (the Netherlands), or Atelier Bastille School of Architecture Paris-la-Seine (France), have identified hundreds of such local initiatives. Below is a list of those innovations that will build the city of tomorrow.

Urban Economy	**Detroit Empowerment Plan:** http://www.empowermentplan.org/ **Green Living in Denmark:** http://denmark.dk/en/green-living **“Organizing in the Informal Economy: A Case Study of the Minibus Taxi Industry in South Africa”:** http://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_ent/@ifp_seed/documents/publication/wcms_117698.pdf **World Bank and Cities Alliance “Upgrading for Growth” slum upgrading initiative in Ekurhuleni, South Africa:** http://www.citiesalliance.org/ca_projects/detail/4647 https://www.citiesalliance.org/sites/citiesalliance.org/files/CA_Images/SUFactsheet_English_0.pdf **“Women Working in the Shadows: The Informal Economy and Export Processing Zones”:** http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1408&context=globaldocs **“Leading Slum Dwellers around the World to Improve Their Cities” - Slum Dwellers International | 2014 Skoll Award For Social Entrepreneurship - #skollwf:** https://www.youtube.com/watch?v=vxJsgOF8CIc&feature=youtu.be **Asian Coalition for Housing Rights (ACHR), Bangkok, Thailand:** http://unsdsn.org/about-us/people/somsook-boonyabancha/ https://www.youtube.com/watch?v=RiXkir23GGE
Social Cohesion (Equity) and Territorial Coherence (Solidarity)	**Curitiba garbage exchange program:** http://wwf.panda.org/wwf_news/?204414/Curitiba-waste-as-resource **The Eco-Pesa Program in Kenya:** http://www.modernmoneynetwork.org/?q=resources/eco-pesa-evaluation-complementary-currency-programme-kenyas-informal-settlements **Slum upgrading initiatives rather than slum clearance and displacement:** http://www.citiesalliance.org/About-slum-upgrading **Jugaad urbanism as a recognition of creativity and innovation among slum dwellers:** **Slum mapping in Mumbai using Twitter data:** http://www.pbs.org/wnet/need-to-know/culture/jugaad-urbanism-the-mother-of-invention/9414/ http://www.sciencedirect.com/science/article/pii/S2226585615000229 **Ta No Mapa favela-mapping project in Brazil:** https://www.jwt.com/pt/brazil/trabalhos/tanomapa/ **Building community and social capital through support of the arts:** http://www.lumieresdelaville.net/2016/02/08/a-grenoble-des-machines-a-recits-vous-aident-a-patienter-dans-lespace-public/ **Haas & Haan – How Painting can Transform Communities (TedTalk):** https://www.youtube.com/watch?v=iCXfJVCg1LA

Ecological and Energy Transition

Green infrastructure bylaws and schemes in Toronto and Los Angeles:
http://www.adb.org/sites/default/files/publication/149164/urban-climate-change-resilience-synopsis.pdf

Capacity building through knowledge sharing (ICLEI: Local Governments for Sustainability):
http://www.iclei.org

Decreasing carbon footprints of cities (Copenhagen):
https://stateofgreen.com/en/profiles/city-of-copenhagen/solutions/copenhagen-carbon-neutral-by-2025

City of Oakland bylaw: 50% of construction debris must be re-used in new construction:
http://www2.oaklandnet.com/Government/o/PWA/o/FE/s/GAR/OAK024368

A Dutch City Makes Room for its River and a New Identity:
http://www.citylab.com/design/2015/05/a-dutch-city-makes-room-for-its-river-and-a-new-identity/393404/

Manufactured Landscapes:
https://www.youtube.com/watch?v=KVybNCPzG7M

"Equal Interactions between the Natural and the Urban"
https://www.youtube.com/watch?v=Ey1LynXGNvA&feature=youtu.be

Ghana bags a handy new way to tackle plastic waste:
http://edition.cnn.com/2010/WORLD/africa/06/01/ghana.trash.bags.waste/

Ciudad Saludable ("Healthy City") is a non-profit organization founded in 2002 that seeks to build healthy, inclusive cities where everyone can live in harmony, with justice and equality of opportunity:
http://skoll.org/organization/ciudad-saludable/

Quartiere Intelligente, Naple, a space that stages the new urban ecology, disclosing a new environmental and technological culture, sensitive to issues of recycling, energy conservation, the sharing economy, the contemporary artistic research.
http://quartiereintelligente.it/napoli/

San Francisco - Zero Waste is sending nothing to landfill or incineration. SF Environment creates policies that reduce waste, and increase access to recycling and composting:
http://sfenvironment.org/zero-waste

Liveability, Health and Well-Being, Urban Identity

"America Walks" and "Every Body Walk! Collaborative" campaigns:
http://americawalks.org/partner-directory/everybody-walk-collaborative-2/

Bus Rapid Transit in Bogota:
http://www.colombiainfo.org/en-us/cities/bogota/transmilenio.aspx

Building Health Literacy in the United States, activities by state:
http://www.cdc.gov/healthliteracy/statedata/

Canada's "Preventive Public Health Systems and Adaptation to Changing Climate Program":
http://www.phac-aspc.gc.ca/hp-ps/eph-esp/pph-psp-eng.php

Place-making and collective urban planning in North America:
http://www.halifax.ca/culture/CommunityArts/Placemaking.php;
https://www.arts.gov/grants-organizations/our-town/introduction;
http://www.artscapediy.org/Creative-Placemaking.aspx
http://www.shareable.net/blog/city-repair-from-illegal-street-painting-to-city-sanctioned-placemaking

"Can cities become too big?":
http://www.bbc.com/future/story/20150402-can-cities-become-too-big

Place-making in Budapest:
http://www.trendingcity.org/#/liberty-bridge-budapest/

Place-making in Hong-Kong - Pocket Parks Collective - Collective of young people aiming to find common uses of green public space of Hong Kong:
http://towardsthehumancity.org/initiatives/pocket-parks-collective-hong-kong-china/

Social Street – Bologna - Italian Neighbors Build a Social Network, First Online, Then Off:
http://www.nytimes.com/2015/08/25/world/europe/italian-neighbors-build-their-own-social-network-online-and-off.html?_r=0

Gudran Association for Arts and Development – Alexandria - preserves culturally-unique and architecturally-distinct places in Alexandria that are threatened by the external forces of industry, urban development, and government seizure:
http://gudran.com/

Territorial Democracy	**The Neighborhood Revitalization Program and empowerment of local residents:** http://www.nrp.org/R2/AboutNRP/Basics/Primer.html **"E-governance and Citizen Participation in West Africa: Challenges and Opportunities":** http://www.comminit.com/governance-africa/content/e-governance-and-citizen-participation-west-africa-challenges-and-opportunities **Faire Montréal - Une plateforme collaborative pour découvrir des projets, contribuer à leur développement et suivre leur évolution :** https://fairemtl.ca/ **San Francisco's policies encourage the design and development of 'Better Streets' – streets that work for all users. A Better Street attends to the needs of people first, considering pedestrians, bicyclists, transit, street trees, stormwater management, utilities, and livability as well as vehicular circulation and parking:** http://www.sfbetterstreets.org/
Alternative and Smart Funding for Urban Development	**Participatory Funding Platforms:** https://www.kisskissbankbank.com/ https://www.lendopolis.com/ https://fr.ulule.com/ http://www.participatorybudgeting.org/ https://www.bulbintown.com/ https://co-city.fr/ https://www.spacehive.com/ http://www.babyloan.org/fr/projets_solidaires/liste_projets
Mobility and ICT	**Curitiba rapid bus transit system:** http://www.theguardian.com/cities/2015/may/26/curitiba-brazil-brt-transport-revolution-history-cities-50-buildings **Bus Rapid Transport in Chengdu, China:** https://nextcity.org/daily/entry/brt-trains-transit-chinas-urban-perimeters-a-transit-invasion **Safetipin app, developed 'safety score; for streets and imprives urban governance through efficient data collection systems:** http://safetipin.com/ **Transit app:** http://transitapp.com/ **Walkability, street art, and ICTS:** http://www.paintthisdesert.com/field-notes/-art-as-tool-for-city-planning-and-downtowns-walkability **Traffic monitoring project in Medellin, Columbia:** https://nextcity.org/daily/entry/the-high-tech-traffic-nerve-center-thats-changing-medellins-driving-culture **Crowdsourcing stakeholder opinions - Street Bump:** http://www.streetbump.org **Travely – Lahore - An Uber-like app to use Tuk-tuks :** https://www.techinasia.com/travely-pakistan-transport-app-startup **Mellowcabs – Cape Town - Electric bicycle taxis in self-service funded by advertisements that are posted on them :** http://edition.cnn.com/2014/11/28/business/mellowcabs-taxi-south-african-transportation/ **Tawseela – Cairo - Carpooling minibuses on several predefined paths in the city. Passengers can purchase online very easily, then choose path and package. They can also propose new routes to be studied and possibly implemented by the company :** http://www.dailynewsegypt.com/2013/11/18/tawseela-comfortable-transportation-with-a-twist/

Participation and Common Culture for Inclusion	**Participatory GIS initiatives:** http://www.ppgis.net/; http://geofocus.rediris.es/2013/Editorial1_2013_1.pdf **“Cities for People” movement in Canada:** http://citiesforpeople.ca/en/ **“Dimensions of Favela Youth Online Reactions to Human Rights Violations before Rio 2016”:** http://www.csduppsala.uu.se/devnet/CivilSociety/Outlookserien/2013,%20ClaimCit/ClaimCity_Cust%C3%B3dio.pdf **“Urban green space, public health, and environmental justice: The challenge of making cities ‘just green enough’”:** http://www.sciencedirect.com/science/article/pii/S0169204614000310 **MOBA – Sarajevo - Transforming Sarajevo Neighbourhoods :** http://www.sarajevotimes.com/?p=26391
Biodiversity	**Method for valuing ecosystem assessment:** http://esvaluation.org/ **Greening the city initiative in NYC:** https://www.asla.org/ContentDetail.aspx?id=43535 **Urban ecology plan in Sydney:** http://www.cityofsydney.nsw.gov.au/vision/towards-2030/sustainability/urban-ecology/urban-ecology-action-plan **Urban agriculture initiative in Montreal:** http://agriculturemontreal.com **Native species conservation in NYC:** http://www.nycgovparks.org/greening/greenbelt-native-plant-center/conservation-initiative **Kibera urban farming – Nairobi - A Kenyan government initiative is helping a growing community of residents to tackle food insecurity in one of the largest slum areas in Africa** https://www.theguardian.com/global-development-professionals-network/2015/may/18/how-to-grow-food-in-a-slum-sack-farmers-kibera-urban-farming **Programme « ruelle verte » à Montréal :** https://www.eco-quartiers.org/ruelle_verte
Technology and Territories	**Google’s “Project Loon” offering balloon-powered internet connection:** https://www.google.com/loon/ **M Pesa system in Kenya:** http://www.economist.com/blogs/economist-explains/2013/05/economist-explains-18 **Coordinated and integrated city management through technology – Rio de Janeiro:** http://asmarterplanet.com/blog/2012/03/smarter-leadership-how-rio-de-janeiro-created-an-intelligent-operations-center.html **The international open data for resilience initiative:** https://www.gfdrr.org/opendri

Printed with the support of RATP Group

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International Urban Development Association

Association Internationale du Développement Urbain

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