



# THE CITY WE NEED 2.0

## Towards a New Urban Paradigm

FINAL DRAFT

### Table of Contents

<b>PRINCIPLES FOR A NEW URBAN PARADIGM</b> .....	4
<b>PRINCIPLE 1: The City We Need is socially inclusive and engaging</b> .....	4
<b>PRINCIPLE 2: The City We Need is affordable, accessible and equitable</b> .....	5
<b>PRINCIPLE 3: The City We Need is economically vibrant and inclusive</b> .....	6
<b>PRINCIPLE 4: The City We Need is collectively managed and democratically governed</b> .	7
<b>PRINCIPLE 5: The City We Need fosters cohesive territorial development</b> .....	8
<b>PRINCIPLE 6: The City We Need is regenerative and resilient</b> .....	9
<b>PRINCIPLE 7: The City We Need has shared identities and sense of place</b> .....	10
<b>PRINCIPLE 8: The City We Need is well planned, walkable, and transit-friendly</b> .....	11
<b>PRINCIPLE 9: The City We Need is safe, healthy and promotes well-being</b> .....	12
<b>PRINCIPLE 10: The City We Need learns and innovates</b> .....	13
<b>DRIVERS OF CHANGE</b> .....	14
<b>1. Governance and Partnerships</b> .....	14
<b>2. Planning and Design</b> .....	15
<b>3. Finance</b> .....	17
<b>4. Land, Housing, and Services</b> .....	18
<b>5. Environment</b> .....	19
<b>6. Health and Safety</b> .....	20
<b>7. Economy and Livelihoods</b> .....	21
<b>8. Education</b> .....	23
<b>9. Technology</b> .....	24
<b>10. Monitoring and Evaluation</b> .....	25
<b>Urban Solutions</b> .....	25
<b>The Way Forward</b> .....	25
<b>Annex 1</b> .....	27



## **The City We Need 2.0 is based on the recommendations made by 26 Urban Thinkers Campuses**

- UTC 1: Public Space in the New Urban Agenda (Stockholm, Sweden)
- UTC 2: Solutions to Urban Slums: Building on Communities Knowledge & Heritage (Kampala, Uganda)
- UTC 3: Who has a right to Asia's World City: 1% vs 99% (Hong Kong, China)
- UTC 4: Asia Pacific Housing Forum 5 (Manila, Philippines)
- UTC 5: The City We Need fosters Inclusive Prosperity (New Delhi, India)
- UTC 6: City as a Service (Palermo, Italy)
- UTC 7: *WamamaTunauwezo* (Women have the Power)-Engaging Women in Ensuring Safety (Nairobi, Kenya)
- UTC 8: New York City Urban Thinkers Campus: Road Map to The City We Need (New York City, USA)
- UTC 9: Healthy and Just Cities for Children and Youth (Geneva, Switzerland)
- UTC 10: Megacities: Bridging Reality & Aspiration (Dhaka, Bangladesh)
- UTC 11: The Role and Opportunities in Urban Sustainability for Small and Mid-Size Cities (Omaha, USA)
- UTC 12: Housing in The City We Need (Barcelona, Spain)
- UTC 13: Urban Thinkers Campus México 2015 - The Legal Course towards Habitat III (Mexico City, Mexico)
- UTC 14: The City with a Gender Perspective We Need (Mexico)
- UTC 15: Inclusive Cities: Youngsters and Open Source Technologies in Urban Space (Recife, Brazil)
- UTC 16: Future Cities Forum – Urban Thinkers Campus Dubai (Dubai, UAE)
- UTC 17: Smart Planning for Sustainable Cities (Paris, France)
- UTC 18: Women Transforming Cities Dialogue Cafes (Vancouver, Canada)
- UTC 19: Health and Wellbeing in the City We Need (Kuching, Malaysia)
- UTC 20: The City Youth Need, the World They Want (Nairobi, Kenya)
- UTC 21: Resilient Cities: Bridging the Humanitarian/Development Divide (virtual)
- UTC 22: Building Inclusive Smart Cities. A Focus on Safety & Sanitation (New Delhi, India)
- UTC 23: The Progressive City We Want (Chitungwiza, Zimbabwe)
- UTC 24: Ethical Cities: Locking in Livability (Melbourne, Australia)
- UTC 25: Urban Citizenship in a Nomadic World (Mannheim, Germany)
- UTC 26: The City We Need: Open for Art (Alghero, Italy)



## Preamble

*We, Urban Thinkers of the World Urban Campaign, here present a new urban paradigm for the 21st century. Committed to sustainable urbanization for a better future, we share our vision with the world before the United Nations Conference on Housing and Sustainable Urban Development (Habitat III). This vision builds on the Habitat Agenda, the 2030 Development Agenda, and the outcomes of COP 21, in which we have participated actively.*

*The City We Need (TCWN) 2.0 is a manifesto prepared through the contributions of more than 7701 men and women from 113 countries and 1600 organizations<sup>1</sup>, representing fourteen (14) constituent groups: Local and subnational authorities, Research and Academia, Civil Society Organizations, Grassroots organizations, Women, Parliamentarians, Children and youth, Business and industries, Foundations and philanthropies, Professionals, Trade Unions and Workers, Farmers, Indigenous people and the Media.<sup>2</sup>*

*This global consultation and consensus building process has been made possible through a series of 26 Urban Thinkers Campuses organized by the World Urban Campaign<sup>3</sup> from 29 June 2015 to 20 February 2016.*

*The recommendations made by the Urban Thinkers Campuses were compiled and distilled by a Drafting Committee which concluded its work on 12 March 2016.*

*This document was then adopted unanimously by the World Urban Campaign Steering Committee on 16 March 2016 in Prague/Czech Republic.*

*We, the partners of the World Urban Campaign acknowledge the Urban Thinkers Campus as an unprecedented consensus-building process. This process was designed to give a voice to the abovementioned representative groups through a decentralized model in order to define a joint position towards a United Nations Conference.*

*We request member states and the international community to consider our common vision driven by principles and drivers of change in order to craft the New Urban Agenda to be delivered at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III).*

---

<sup>1</sup> These figures are based on the UTC reports received and will be adjusted at the end of the UTC process when all data is available

<sup>2</sup> The list of organizations that have contributed to the UTCs is in an annex to this document.

<sup>3</sup> The list of WUC partners that have organized the UTCs is in an annex to this document



# Introduction

As we declared in the 2012 Manifesto for Cities<sup>4</sup> and further reiterate here: “the battle for a more sustainable future will be won or lost in cities.”

How we plan, build, and manage our cities today will determine the outcome of our efforts to achieve a sustainable and harmonious development tomorrow. Well-planned cities allow all residents the opportunity to have safe, healthy, and productive lives. Well-designed cities present nations with major opportunities to promote social inclusion, resilience, and prosperity.

The world is at a crossroads. In the next few decades, urban dwellers will double in number, reaching nearly three-quarters of world’s population. More than 60 percent of the built environment needed to accommodate these new urban dwellers by 2030 has yet to be constructed.

## KEY CHALLENGES/LESSONS LEARNED

So what will our cities be like? Past and current trends provide some important lessons about what to avoid:

- Outdated and poorly defined roles, responsibilities and mandates between different tiers of government and different public agencies leading to unhealthy competition for resources, overlapping jurisdictions and uncoordinated regulatory frameworks;
- Poor planning, often using outdated and rigid planning approaches that are surpassed by reality leading to urban sprawl, congestion, pollution and the wasteful use of land, water and energy exacerbating climate change;
- Lack of transparency and accountability in city planning and decision making leading to lack of trust on behalf of civil society and business in the leadership of local authorities and public agencies;
- Unsustainable pressures on the carrying capacity of natural supporting systems leading to destruction of ecosystems and vulnerability
- Exclusionary approaches to urban development causing the formation of slums and informal settlements and the lack of access by the urban poor to public goods and services;
- Irresponsible land use and construction that increase vulnerability to natural and human-made disasters causing loss of life and assets and damage to public and private property;
- Poorly regulated real estate markets that create speculative bubbles and financial crises and further exacerbate lack of security of tenure and access to affordable housing;

---

<sup>4</sup> “Manifesto for Cities - The Urban Future We Want” presented at the 6th Session of the World Urban Forum (WUF6) in Naples/Italy in 3 September 2012.



- Loss of urban identity caused by the destruction of cultural heritage and local biodiversity together with the concomitant disregard for social and cultural diversity in cities leading to exclusion, segregation and the fragmentation of communities;
- Inadequate policies and financing disproportionately affecting marginalized groups regarding access to basic services leading to entire segments of the urban population lacking clean water, adequate sanitation and waste removal that result in poor health, diseases and loss of productivity. These policies have been exacerbated by rising inequalities and a perceived lack of justice leading to the heightening of social tensions and unrest;
- Inadequate housing and land management policies that exclude large segments of the population from accessing affordable housing leading to the formation and continued growth of slums, informal settlements and exacerbating homelessness.

## OPPORTUNITIES

“Cities are the world’s engines for business and innovation. With good management they can provide jobs, hope and growth, while building sustainability.”<sup>5</sup> With sixty percent of their area still to be built before 2030, cities represent unparalleled opportunity to forge a new urban era where people can find freedom, inspiration, prosperity, health and security. They represent a unique chance to make the right infrastructure and planning choices to overcome many of the mistakes of the past and to make our cities and communities truly regenerative and resilient.

We see emerging trends of public, private, and civil society organizations working together to improve quality of life and livelihoods. We see these organizations leveraging resources to improve urban services. These and other efforts undoubtedly improve the lives of the people they touch. But, in the end, these approaches do not address basic structural problems nor do they offer answers appropriately scaled for tomorrow’s challenges. To do so requires rethinking the very organization of a city and envisioning its future. For this reason we need to forge a new urban paradigm for the city we need.

While the city we need must recognize local contexts, cultures, and customs, it is founded on two key conditions: the respect of public and private uses of land, and a well-coordinated system of systems. If a city is to function properly, it needs to coordinate very diverse agendas related to land use, housing, energy, water, waste, mobility, health and education, economic development, and the promotion of gender equality, cultural vitality and social inclusion.

- New predictive planning and modeling tools based on systems approaches provide an unprecedented means for all stakeholder groups and city authorities to better understand the complex social, economic and political interconnections inherent in urban systems. These tools and approaches enable decision makers and urban inhabitants to use systems thinking and systems-based approaches to avoid unintended consequences of policy actions, to greatly enhance the effectiveness of decision making and achieve efficiencies in resource allocation and use;

---

<sup>5</sup>Secretary Generals’ Report on the High Level Panel on the Post-2015 Development Agenda.



- Systems approaches can further help realize a heretofore impossible dream: that of bridging short-term economic goals with longer-term policies and strategies that focus on shared prosperity and better health, safety and wellbeing of all of a city's inhabitants;
- New understanding and awareness of the importance of place making and building a sense of identity that places public space at the forefront of urban development, as a means of greening the city, strengthening a sense of security and providing opportunities for enhanced social interaction and diverse forms of expression;
- The digital revolution offers new opportunities for the efficiency and responsiveness of urban services. It offers new ways and means for the inhabitants of the city to engage with public authorities in decisions affecting their quality of life and livelihoods. It helps avoid mistakes of the past in, for example, the failure to consider gender and age-sensitive needs and priorities in urban planning and design. It provides opportunities for innovative and collaborative economic models and social contracts that enhance social solidarity and social cohesion;
- An important opportunity lies in changing the paradigm from a centralized production approach, in which citizens are only users of a provided service, to participative and collaborative models of production that empower people and communities to become co-producers of energy, public goods and services.
- Participatory models of production of public goods and services also offer new opportunities for cities to take full advantage of the "green economy" by creating new business models, new industries at all scales and new employment opportunities and decent work.
- Growing awareness of the risks of climate change and the unsustainable models of production, consumption and development offer new prospects for the regenerative city and the circular economy. This goes beyond the concepts of reusing and recycling to restoring and replenishing the natural systems that support urban life. It allows for a different relationship between urban and rural areas and offers a new prospect for urban and peri-urban agriculture and the foundations for the truly ecological and resilient city.

To build The City We Need in the 21st century, our new urban paradigm will be guided by a set of principles. These principles are presented below and are accompanied by key drivers of change.



## PRINCIPLES FOR A NEW URBAN PARADIGM

### PRINCIPLE 1: The City We Need is socially inclusive and engaging

The City We Need is people-centered, ethical, and just. It eliminates all physical and spatial forms of segregation, discrimination and exclusion. It values the lives and potential of all inhabitants, especially the poor and other disadvantaged groups. It embraces cultural diversity, including differences of belief and language, and encourages social integration of migrants and refugees. It encourages all segments and age groups of the population to partake in social and cultural life.

The City We Need promotes the “right to the city for all”. This entails the right to a dignified and secure existence with access to decent housing, public goods and services and a voice in decision-making.

It fosters a culture of solidarity through processes such as community consultations, community contracting and participatory budgeting.

The City We Need is a tolerant city. It accepts and embraces all inhabitants regardless of age, race, creed, gender or other forms of diversity. It creates collaborative spaces that are socially inclusive, driven by democratic decision-making. It fosters shared values and a shared vision for a common urban future.

The City We Need recognizes gender differentiated needs and supports women as key actors in planning and adopts measures that enhance their involvement and their ability to participate effectively in decision making.

The New Urban Agenda should aim to recognize and integrate divergent interests, lifestyles and values of different city dwellers through more effective civic engagement, particularly during the planning to implementation stages for local and city-wide projects. It recognizes that engagement is much more than ensuring access to basic services for all and promotes bottom-up participatory processes throughout the entire policy cycle: to collectively define and review priorities, strategies and actions.



## **PRINCIPLE 2: The City We Need is affordable, accessible and equitable**

In the City We Need resources are distributed equitably and opportunities are available to all. Land, infrastructure, housing, transport and basic services are planned and operated with special attention to improving access by women and low-income and disadvantaged groups. Public services are designed with the participation of communities and consciously include the needs, safety and dignity of women, elderly, children and youth, persons with disabilities and marginalized groups.

The City We Need regards every inhabitant as a citizen of the city regardless of his or her legal status. It engages residents of slums and informal settlements in improving their quality of life and works closely with all sectors to address the root causes of informality.

The City We Need recognizes that its inhabitants are co-owners of the public space, which are designed with their participation and consciously include the needs of women, the elderly as well as children and youth, persons with disabilities and marginalized populations.

Rapidly growing cities will inevitably require some resettlement of communities. The City We Need undertakes resettlement in such a way as to minimize disruption to people's livelihoods and their social networks and relations.

The New Urban Agenda should recommend a continuum of legitimate tenure arrangements (collective and individual, customary, perceived or formally registered) that involve legal protection against forced evictions, dispossession, destruction and other violations.





## **PRINCIPLE 3: The City We Need is economically vibrant and inclusive**

The City We Need encourages and fosters local economic development from the smallest entrepreneur to the largest corporations. It streamlines licensing and other administrative services. It provides a level playing field, especially for micro-, small-, and medium-sized enterprises and supports local economic development through its own contracting and procurement functions.

The New Urban Agenda should recognize that the informal sector of the economy provides an important source of livelihood for the urban poor and especially for women and actively eliminates the barriers and obstacles that prevent them from realizing their full potential.

The City We Need recognizes that health is a precondition for productivity. It facilitates inclusive prosperity and promotes the right to decent work, livelihood and shared prosperity through skills development, youth training and policies that support non-discriminatory employment. It does so in partnership with the private, public and civil society sectors.

The City We Need recognizes the role and potential of the shared economy both as a means to make public services more affordable and accessible and to promote local economic development.



## **PRINCIPLE 4: The City We Need is collectively managed and democratically governed**

The City We Need is participatory. It promotes effective partnerships and active engagement by all members of society and partners (public, private and civil society). It safeguards local democracy by encouraging participation, transparency and accountability.

The City We Need cultivates a strong sense of community. Its inhabitants are equipped with the knowledge and means to express their views on issues affecting their quality of life. They engage in city management and planning decisions through transparent public discussion.

The City We Need empowers communities to be self-supporting, developing local capacities and supporting local leadership and collaborative institutions to boost self-reliance, awareness and self-determination.

The City We Need makes public service an employment of choice and engages appropriate professionals and ethical practices to carry out its policies and plans.

The City We Need recognizes the important roles that women fulfill in their respective communities and strengthens their participation in urban and local decision making.



## **PRINCIPLE 5: The City We Need fosters cohesive territorial development**

The City We Need coordinates sectoral policies and actions, such as economy, mobility, housing, biodiversity, energy, water and waste, within a comprehensive and coherent territorial framework. Roles and responsibilities between all stakeholders, while respecting the principle of subsidiarity, are clearly defined with resources allocated strategically, equitably, and around a common agenda.

The City We Need is a catalyst for sustainability planning across jurisdictions within the region it occupies. It actively seeks to coordinate and implement policies, make investments and take actions that retain local autonomy while building and enhancing regional cooperation. It actively seeks cross-sectoral coordination and cooperation and promotes mutually beneficial and environmentally sound linkages between rural and urban areas.

The New Urban Agenda should encourage cohesive territorial development to avoid urban sprawl and preserve natural resources. It should recommend reducing the need for transporting goods and people through appropriate clustering of housing, industries, services and educational institutions. It should recommend inter-municipal cooperation to achieve economies of scale and agglomeration, optimize use of resources and prevent unhealthy competition among local authorities and other public agencies.



## **PRINCIPLE 6: The City We Need is regenerative and resilient**

The City We Need is designed to be resilient, continuously assessing risks and building the capacities of local stakeholders, individuals and communities to prepare for, absorb, recover from and learn from acute shocks and chronic stresses, both natural and anthropogenic. It acts to avoid or prevent such events where feasible, protecting vulnerable populations before, during and after the fact. It recognizes that it is only as resilient as its most vulnerable and marginalized dwellers and strives to ensure their long-term survival, sustainability and quality of life.

The City We Need is regenerative, energy and resource efficient, low-carbon, and increasingly reliant on renewable energy sources. It replenishes the resources it consumes and recycles and reuses waste. It manages water, land, and energy in a coordinated manner and in harmony with its hinterlands. It supports ecosystem restoration and city-regional food systems, including urban and peri-urban food production and community-based agriculture. It is endowed with multifunctional, adaptable infrastructure that supports local biodiversity while providing public space that improves quality of life. It recognizes the carrying capacities and limitations of the natural systems which support it, and values ecosystem services for the roles they play in urban health, environmental protection, aesthetics and livability.

The New Urban Agenda should call on cities to plan for and provide infrastructures and incentives for industries to prosper in a circular economy and to implement sustainable production and consumption patterns.



## **PRINCIPLE 7: The City We Need has shared identities and sense of place**

The City We Need fosters a strong sense of place and generates a sense of belonging for all.

The City We Need has a multifaceted identity made up of diverse neighborhoods and peoples who consciously seek ways to share a common sense of place. It recognizes culture as key to human dignity and values diversity as a source of creativity, growth and learning in a knowledge economy.

It functions as a resilient learning community that responds to changing needs of its population in the context of an ever-changing world. It strengthens its relationship with surrounding rural regions, recognizing the valuable resources rural areas provide for urban inhabitants.

It develops local solutions to urban challenges through the use of local culture and heritage, local skills and materials and local knowledge.

Human beings are connected to places via their senses. Cities should recognize the importance of sensory stimulation and beauty to sense of place and wellbeing. The City We Need designs urban public and natural spaces to actively promote aesthetic experiences. It enables people, especially poorer communities, to claim ownership of urban spaces and use them to contribute to a shared experience and to enhance a sense of achievement and belonging. The City We Need uses art in all of its forms as a creative means for all citizens to design, explore and experiment with new urban paradigms.

The City We Need looks at heritage not just nostalgically but in an evolutionary and innovative sense. It celebrates the rapidly evolving nature of most modern cities as it cherishes the value of indigenous knowledge, culture and perspectives.

It recognizes the importance and role of art in creating uniquely distinguishable and aesthetically pleasing places and that different forms and means of expression all have a place in the city.



## **PRINCIPLE 8: The City We Need is well planned, walkable, and transit-friendly**

The City We Need adopts integrated planning to meet present and future needs for land, housing, infrastructure and services. It adopts participatory planning by bringing on board and empowering all stakeholders in the development of its plans and building codes. The resulting land use integrates form, function and connectivity. Multimodal networks of social and economic exchange form a framework of interconnected public space.

The City We Need is compact where accessibility is supported by a fine-grained block and street network lined with buildings and facilities providing amenities and services with a mix of uses and sizes. The density of the city is designed to allow for planned urban expansion while reducing its ecological footprint and sprawl. Schools are within walking or biking distance from homes. Offices are located no further than a few transit stops away from homes. Shopping for daily necessities is within walking distance of residential buildings and located near transit stops. Open space for recreation is near schools, work, and home.

The City We Need has efficient and affordable mobility systems that guarantee the right to mobility for all and an equitable access to workplaces, places of worship and recreation, culture and services.

The New Urban Agenda should call on cities to adopt and implement their respective plans in a flexible manner, periodically updating their key components to better meet the needs of all partners, people and communities.



## **PRINCIPLE 9: The City We Need is safe, healthy and promotes well-being**

The City We Need is free from violence, conflict and crime. It is welcoming night and day, inviting all people to use its streets, parks, and transit without fear. It guarantees the safety of women and girls and the elderly in both public and workplaces. It does so by involving men and women and girls and boys in the planning, design, budgeting and implementation of security interventions.

The City We Need fosters a culture of peace. It does so by working together with all stakeholder groups in organizing inter-generational, inter-cultural dialogue and events to promote understanding, tolerance and communications.

The city's parks and gardens provide access to nature and recreation for city dwellers. They are accessible by all residents, including the elderly and persons with disabilities. They are designed to foster local biodiversity and provide essential ecosystem services.

The City We Need promotes sports among its inhabitants and provides public space for recreation, with special attention to people with specific needs.

The City We Need must address the rising tide of non-communicable diseases (NCDs) associated with obesity, unhealthy diets, sedentary lifestyles, substance abuse, and environmental pollution. It should further recognize the essential role of and guarantee equal access to quality food and food markets.

The New Urban Agenda should recognize that good health requires solutions that transcend the health sector and recommend improved inter-sectoral communication and coordination for health. The New Urban Agenda should also recognize health as a fundamental aim of development, co-equal with other aims, and the impacts on health of actions in all urban sectors should be explicitly considered. It should recognize the critical role of the determinants of health and reduce air, water, soil and noise pollution and ensure universal access to safe drinking water, adequate sanitation and decent shelter.



## **PRINCIPLE 10: The City We Need learns and innovates**

The City We Need is a “laboratory” for experimenting with alternative scenarios for the future. It creates collaborative learning and discovery opportunities to revisit and redefine urban paradigms and social contracts for sustainable futures.

The City We Need recognizes that cities are changing, which calls for continuous learning and reflection and more flexible planning and decision making. This includes new and innovative approaches to social, economic and environmental governance. It also calls for new and innovative approaches to municipal administration and fiscal and financial management.

The City We Need is not afraid to open itself to new ideas, experiments and innovations, engaging all stakeholder groups and working in close collaboration with other cities and communities.

The City We Need harnesses the full potential of technologies to improve efficiency and effectiveness in its operations and to reduce its carbon footprint. These technologies introduce new channels of communication, new forms of work and new business models and enterprises. They multiply the means by which all inhabitants can participate in and interact with planning, decision-making and project implementation.

The New Urban Agenda should recognize the importance of overcoming the digital divide to enable all of its inhabitants to take advantage of the city as an open platform and a collaborative space. This openness contributes to improved understanding and trust among inhabitants, policy makers and the private sector. It allows both inhabitants and government entities access to information across sectors and traditional silos to develop new models and paradigms for managing water, waste, energy, mobility and food.

The City We Need uses systems thinking to understand urban complexity and the sources of unintended policy consequences. It experiments with new approaches to science and the production of evidence, including action-based research, crowd-sourced data-gathering and analysis, interactive policy dialogue and studies, collaborative research involving trans-disciplinary engagement with stakeholders.





# DRIVERS OF CHANGE

Cities are drivers of change in today's world. To achieve the 21st century city we need, we must encourage nations, regions, cities, and the Habitat Agenda Partners to work together to craft their respective policies, legal frameworks, strategies, and actions that embody the key principles of a new urban paradigm.

## 1. Governance and Partnerships

Local governments are institutional drivers of city development. They provide leadership and visions for The City We Need. They require a clearly defined mandate and adequate means to operate through a large degree of autonomy, flexibility and creativity to design, plan, manage and deliver The City We Need, in relation with other tiers of government.

While the role of national governments is to define and provide national policies, frameworks and legislation, national governments should also empower and allocate resources to local authorities commensurate with their mandate.

Adequate regulatory and legal frameworks need to be in place to articulate effective partnerships between industries and other economic actors. This can be achieved through the creation of dedicated local development agencies.

Local governments should use all possible means of interaction with private, non-governmental actors and their inhabitants towards the definition, implementation, and monitoring and evaluation of policies, strategies, and plans. They should ensure that those include a gender perspective and affirmative actions aimed at reducing gaps between women and men, girls and boys at all levels. Citizen audits and other tools should be in place for mainstreaming a gender perspective in policies, programmes and budgets.

Open consultation processes, platforms and other means should be used to involve inhabitants, including children and youth, and marginalized groups, to allow them to participate effectively. All tiers of government should use these processes to take into account the needs of new urban dwellers such as refugees and migrants. These processes engage, raise awareness and build a sense of community. They are based on bottom-up approaches using interactive media and tools, including digital means accessible to all. Art and culture should also be utilized as an effective engagement approach that allows for alternative ways of expression.



Neighbourhood and small-scale mobilization processes can be powerful catalysts for social engagement, especially through the use of culture, art and sport. It is particularly important to engage with inhabitants of peripheries, slums and segregated territories. Grassroots movements and community action are important tools for harnessing the potential of marginalized inhabitants and to generate positive change for social inclusion and economic integration. Such processes should be harnessed by establishing partnership models between municipal governments, grassroots and community leaders to ensure the effective engagement of all.

E-governance solutions are an effective means to engage citizens but also to manage the operations of cities. The inter-active management of services helps to ensure the effective and timely coordination of service delivery to end-users, as well as to gauge consumer satisfaction. This leads to 'smarter' cities driven by intelligent management and user feedback supported by technology. However, smart city approaches should always be people-centered rather than technology driven and reflect the collective intelligence of communities.

Institutions and mechanisms for transparency and accountability at the municipal level should be in place. In this respect e-governance can play a role in supporting integrated decision-making to address the complexity of urban agendas and deliverables to citizens. The role of e-governance is to help ensure transparency, capture co-benefits, safeguard the rights of inhabitants and secure the participation of multiple stakeholders. It is also a means to ensure efficiency and support decentralization in accordance with the principle of subsidiarity.

Prioritization of the public good over private interest is required to strengthen above ground, at grade, and below ground spaces, available for social interaction, collaborative networking and collective actions.

## **2. Planning and Design**

Urban planning and design are cornerstones of The City We Need, and should help realize the principles for the city we need through spatial visioning and strategic planning supported by policies, tools, institutional and participatory mechanisms and regulatory procedures. The City We Need incorporates a participatory and deliberative process that mainstreams the gender perspective, and the needs and interests of different age groups and people with different impairments.

Successful implementation of urban planning requires strong leadership and political will and should be achieved through appropriate partnerships involving all relevant stakeholders. Partners need to be enabled by enforceable and transparent legal frameworks, sound and flexible urban planning and design, and financial plans for affordability and cost-effectiveness. The implementation of urban planning requires participation of all of the city's inhabitants at all levels of development process;



this includes balanced participation between men and women to ensure that urban planning is inclusive and addresses differentiated needs, priorities and perspectives.

Approaches to planning and design should drive development to achieve well-being in The City We Need. These should lead to a shared vision and coherent actions between institutions and stakeholders for urban and territorial policies, services and land use, through appropriate regulatory frameworks and instruments.

Place-making and urban design are central to The City We Need. They can effectively contribute to social and economic inclusion, urban value generation, safety, health, well-being, urban identities and sense of place. Effective urban design should address the mobility and services needs of all residents and businesses through appropriate street patterns, public utilities networks, and the allocation of open spaces that define buildable areas. Urban design can foster social mix and interaction and is an essential instrument of inclusion that, if integrated to other processes, can help achieve The City We Need. Urban design should address all aspects of city planning and should include above ground, at grade and below ground aspects.

Public space plays a central role in The City We Need to address the principles of inclusion, engagement, identity and well-being. Public space should be designed to address the needs of all segments and age groups, with a gender perspective and responsive to persons with disabilities. It should be non-discriminatory and respect people with different needs and challenges. It should address recreational and sport needs, as well as cultural and artistic expressions in order to foster a sense of place reflecting the multi-faceted societal aspirations of communities.

In order to foster collaborative space, urban design should reduce barriers between public and private spaces, such as encouraging permeability between the street and the buildings, promote the creation of space for multiple uses and avoid “gated communities”.

The amount and quality of walkable areas is essential to promoting healthy behaviours and lifestyles, as well as reducing dependence on motorized transport and introducing more green space in cities.

Strategic areas in the city should be identified and planned to foster social cohesion and to prevent spatial fragmentation.

Planning of urban expansions should be driven by the same principles of inclusion, engagement, identity and well-being. It should generate and balance equity needs that are not addressed in the city and allow transparent distribution of capital gains for the common good.

Urban planning and design codes and standards should be revisited to address resilience and sustainability of all urban spaces. Resilient design should be adopted for new interventions and



rehabilitation (Build-Back-Better), requalification of existing places, sites and infrastructures, including urban peripheries. Skilled built environment professionals that are trained and adhere to ethics and standards should be promoted.

Harmonized methodologies for the preparation and publication of urban plans should be developed, under the principles of maximum disclosure, public participations, transparency, and respect of property rights. These are necessary to simplify their interpretation and encourage participation and engagement in implementation and follow up.

### **3. Finance**

The development of effective finance and funding models is a prerequisite to the building of The City We Need.

Central governments should adopt transparent and predictable systems for inter-governmental grants and subsidies to enhance the financial independence of local authorities. However, collaboration of multiple levels of government is required for coordinated investment strategies, including accessing and leveraging private finance and where appropriate mechanisms such as municipal bonds.

Equitable distribution of the resources generated within a given territory helps strengthen municipal autonomy and social equity. These rely on increasing social participation of people with an expanding degree of information and knowledge on the issues of government work. This can be achieved through participatory budgeting to enable communities and specific interest groups to be actively involved in budget decisions that directly affect their quality of life and well-being, specifically women, and children and youth.

Community contracting empowers communities to access increased livelihood opportunities and includes, for example, the outsourcing of the provision of public services to community groups that are direct beneficiaries of those services.

Local authorities need to be adequately equipped and trained to access development credit. Municipal financing solutions should include innovative and ethical borrowing; land banking; land value capture; conversion of private land to public use where needed and appropriate; fostering public private partnerships; incentivizing private investment in support of city plans; and encouraging corporate social responsibility programs.

Cities must work together with regional and central governments to implement tax policies that help reduce inequalities and stimulate entrepreneurship among low income groups. These include



policies that provide tax incentives to women heads of households, persons with disabilities, the elderly, grassroots organizations, etc. to start up their own businesses.

## **4. Land, Housing, and Services**

A rights-based approach and social justice agenda should be institutionalized that ensures access and commitment to land, housing, and services for all. Cities should adopt innovative and flexible approaches to extend the delivery of these to all of its inhabitants.

The adequate allocation of land in cities, and the rights associated to its use are a prerequisite to inclusive and equitable cities. Property rights regimes should ensure social and spatial inclusion, supporting the social function of property and the diversity of land tenure systems in cities and other human settlements.

National land policies and frameworks should be in place, including adequate data to inform effective land use plans and to enable democratic mechanisms to review, define and anticipate the needs of property users before plans are generated. They should address the needs for women's secure use, access, control, transfer and right to inheritance of land. Land markets should also be systematically regulated and regularly monitored in order to ensure balanced development and avoid segregation.

The intervention of governments in land markets through land use laws and policies is often required to adequately fulfill the social function of land, housing and property; mitigate speculation; protect the tenure of women, elderly persons, children and youth, and other marginalized groups; and ensure affordability of adequate housing and anticipate future needs of land for both social housing and socially produced habitat. Policies and plans should ensure the allocation of an appropriate share of land to public space. Programs should be in place to develop social and individual dwellings that recognize, regulate, and foster the development of homes for productive activities for women.

Informal settlements need to be recognized by governments and integrated into policies, strategies and plans to guarantee their inclusion in the urban fabric and the access of their residents to basic services, as well as to ensure their security of tenure.

National housing policies and strategies should promote affordable housing and recognize the role of the social production of housing for low-income groups. Those include appropriate financial mechanisms for affordable housing. Housing strategies should be holistic, focusing on community well-being and poverty alleviation.

Special attention should be paid to homelessness through a coordinated approach between different social and welfare services and the provision of adequate shelter facilities.



Creative solutions should be used to generate a sufficient amount of public space as well as its user-friendliness. These solutions include land acquisition, conversion of private space to public space, land value capture, community managed parks and gardens and private sector management/sponsorship of public space.

The city must organize its services in a smarter way. Public officials - the police, the fire department, and health, welfare, transit, and environmental services – must communicate frequently with each other and with neighborhood residents, and community groups.

The city we need has planned underground infrastructure for city utilities, underground transportation and underground public spaces that are well connected with each other. This infrastructure needs to be well managed and recorded and information made accessible to avoid potential conflicts of use and disruption of services.

## **5. Environment**

In order to address the regenerative city imperative, all producers and users of the city need to find ways to protect and foster the restoration of natural systems from which they draw resources.

Cities need to work closely together to develop and implement policies for regenerating ecosystems that have been damaged or depleted owing to non-sustainable use and consumption patterns.

Governments should establish national policies that enable integrated regenerative urban development and planning and promote the circular economy.

Local government strategies and plans should be based on principles of green savings that include reducing waste, recycling materials and cutting costs. Those should at the same time foster new businesses and jobs for environmental protection and restoration in and around cities, based on the promotion of green talents and supported by appropriate fiscal incentives.

Water security should be addressed through: a balanced use of water across territories taking into account their different individual, public, industrial and commercial uses; encouraging water efficiency and rainwater harvesting; recycling wastewater and reusing stormwater, etc. Community-based water infrastructure should be promoted that are multi-functional, adaptable and provide multiple benefits to urban dwellers while supporting integrated ecological systems for regenerative benefits.

Implementing zero waste should be achieved through the promotion of new enterprises in, for example, processing organic wastes into soil enhancing materials, treating sewerage for nutrient



capture and reuse, and promoting renewable energy production and distribution. This also entails the rehabilitation of spaces and water courses that have been used as waste dumpsites and converting and integrating them into a web of inter-connected user-friendly green and recreational spaces.

Green construction and planning that are environmentally responsible and resource-efficient throughout their life-cycle, from design, construction, operation, maintenance, renovation to demolition should be promoted.

City regional food systems should be enhanced through the promotion of local peri-urban food production for local markets, the development of community supported agriculture and farmers' markets, the use of composted, city-derived bio-waste for organic urban farming. Food security requires the strengthening of urban-rural linkages that at the same time supports the agricultural sector.

In order to bring back nature to cities in need of replenishment, public, private and social actors need to actively reduce all forms of pollution, encourage indigenous tree planting, restore biodiversity, control soil erosion and promote carbon sequestration in and around the city.

These solutions to regenerate cities towards The City We Need require the engagement and participation of all residents and co-producers of the city.

## **6. Health and Safety**

Cohesive and dedicated multi-sectoral policies are required at national, regional and local government levels in order to realize the health, safety and well-being paradigm in The City We Need.

Cities must recognize that health arises from the totality of interactions between and among humans and their environments in cities and not simply from the quality or accessibility of the health system. As such, solutions to improve health, safety and wellbeing must recognize the complex nature of urban interactions, and originate in and encompass all sectors and all segments of society.

Urban safety policies should be defined to design and implement protocols that meet the highest standards of human rights protection against violence and crimes. Crimes related to violence against women and girls such as harassment, abuse, rape, femicide require special attention.

Urban design can impact real and perceived safety in cities, such as through lighting of public spaces and streets, safe designed transport, etc. taking the particular needs of women, elderly and persons with disabilities as well as children and youth into account. Monitoring systems to report areas of



insecurity and promote a civic culture of prevention and care for urban areas should be in place. Timely health and safety monitoring mechanisms are critical to effective response and action.

Integrated and coherent information systems should be implemented that are comparable and geo-referenced, and include progress indicators disaggregated by sex and age on violence and crime. Citizens' audits should be conducted and should be binding for immediate attention of their findings and requests for follow up action.

Gender-sensitive reporting and policing methods and access to justice should be in place together with appropriate mechanisms for reporting violence against women and girls and obtaining redress. These should be accompanied by campaigns against violence against women and against all forms of discrimination and exclusion in terms of access to justice. This often requires the promotion of a culture of reporting of offenses without fear of repercussion.

Remedies for cities affected by violence and crime include prevention strategies and the promotion of projects to reconstitute the social fabric. These include community policing and comprehensive strategies for establishing or strengthening social networks and a solidarity economy in affected areas.

Access to healthy food is an essential component of The City We Need that can foster well-being. This entails the promotion of homegrown food and products, education in order to promote balanced diets, and the fight against food waste. The food industry should be engaged to improve food quality and availability and work with consumers to promote healthy diets.

The promotion of sports among urban inhabitants is essential to creating an active and healthy city. This includes dedicated public spaces for exercise and recreation. It also demands proactive policies and strategies to eliminate all forms of discrimination to ensure equitable access by people with different impairments, the elderly, women and girls.

Public Art in the City We Need not only contributes to place making; it is also can help to enhance people's perception of safety and of belonging.

In many countries and cities the next few decades will witness a dramatic shift towards an ageing population. This will, in turn, lead to substantial differences in The City We Need in physical, social, economic and cultural terms. The City We Need will anticipate these changes to bridge generational divides and ensure an age-friendly sense of belonging and age-friendly health, safety and well-being.

## **7. Economy and Livelihoods**

In the context of growing inequalities worldwide, the livelihoods and quality of life for low-income groups and deprived urban areas must be a priority for all public, private, and social actors.





Sustainable strategies, mechanisms, binding instruments and initiatives should be created to incentivize the creation of decent work and sustainable enterprises for all through participatory processes.

The promotion of local economic development constitutes the fundamental basis to address the required long-term changes in The City We Need through a variety of solutions.

Participatory processes for local economic development allow the recovery of local markets for the community through social and solidarity mechanisms. The promotion of local economic development should include a gender perspective in order to realize the economic empowerment of women, strengthen productivity, improve competitiveness, and therefore create a context of social reproduction that cares for the present and strengthens future generations.

The informal economy is also an important means to build social networks and social capital, and is platform to nurture creativity and business talents. All actors of the informal economy must be consulted in view of being incorporated into city development strategies. This includes the improvement of services for and regulation of street vendors, as well as informal service providers. The inclusion of informal/ community-based service providers into city planning is also a key to improved environmental management, improved worker occupational health and safety, decreased municipal costs, fairer wages, and improved worker livelihoods.

Economic inclusion calls for the recognition of the economic and social value of unpaid work in the home. This can be achieved by ensuring that health benefits and public support benefits accrue regardless of lack of income.

Culture-based urban strategies should be considered to open new paths for job creation and locally-owned economic development. Such strategies can help build and restore a sense of places and vibrancy in cities through cultural production, encompassing diverse ways of urban living and interactions between different groups, as well as more formal production of art.

Cultural and creative industries, the performing arts and heritage conservation activities can be a reservoir of qualified jobs for the urban poor, in both the formal and informal sectors. The cultural industries and the creative economy play a growing role in cities' development and transformation processes and increasingly contribute to local economy and employment. They need to be taken into account in urban development frameworks. Safeguarding and promoting culture at the local level is a way to develop endogenous resources and create conditions for sustainable revenue generation. The development of sustainable cultural tourism can also be a catalyst for revenue generation to upgrade urban infrastructure, especially in developing country cities.



The financial inclusion of the marginalized sector is crucial to addressing inequalities; banking and non-banking financial services must be developed to support the urban poor.

Local authorities should work with industries and all economic actors to provide city dwellers with suitable employment opportunities and training, and access to new technologies and platforms of knowledge sharing, with a particular focus on the needs of women and youth.

Cities must take the lead in ensuring a legal framework that provides equal pay for men and women within their respective work forces and provide measures for raising families, such as day-care.

The promotion and strengthening of environmentally sound housing and urban development and the low-carbon construction sector should be seen as a strategic means for generating new industries, businesses and decent work.

## **8. Education**

Education is the foundation to an inclusive city that learns and innovates.

Dialogue is a key driver of knowledge sharing communities. Evidence-based policy dialogue and analysis is a major catalyst for mobilizing all those involved in formal and civic education and for stimulating new methods of participation and collective empowerment.

Education for peace and conflict resolution should constitute a key aspect of school curricula in order to provide the foundation for participation and civic engagement of all communities.

Local, national and international knowledge networks should be established in order to support regular exchange of ideas and technologies. Local processes should be emphasized in order to foster local knowledge in the city and its immediate territories.

Cultural and educational advisory councils should be created to help generate discussion on the role of arts, cultures, and traditions in cities.

Boys and girls need to be trained in traditional skills and innovative technologies that can be used to tackle current problems and adapt to future challenges.

School curricula need to include global issues such as urbanization and climate change, including best practices in urban innovation, in order for future generations of leaders to be better prepared to participate in urban decision making.

The right to participate and transform cities must also be included in the school curricula.



Adaptive education policies must be tailored to engage marginalized groups living in disenfranchised neighbourhoods and settlements. Children involved in informal labour must be provided with alternative means to access education.

The above actions are required if women and the marginalized are to exercise their legitimate rights in terms of access to urban services.

## **9. Technology**

New technologies are more than just devices or applications. New technologies for the City We Need come from the collective intelligence of societies. Top-down or supply-driven approaches to the “smart city” and the use of technologies will not result in the ownership and buy-in required for making lasting changes. The basis for use of technologies to improve living conditions and quality of life lies in proper identification of what people need and people’s involvement in the change process. Innovations make cities smarter not because they are “smarter” but because they are tap into the creativity of communities.

Access to open-source knowledge platforms can be used to better inform urban dwellers and to allow them to participate in decision-making. This should be supported by capacity-building to equip inhabitants with the required knowledge on tools and approaches for participatory planning and decision-making.

Crowd-sourced datasets represent a real social and cultural innovation that urban dwellers should be able to integrate to boost their effective participation. Investing in analyzing and understanding the data that comes out of crowd-sourcing is a prerequisite to effective data use.

Transparent policies for data gathering on individuals used by the state and companies must be implemented. It is necessary that the dwellers come together with authorities and the private sector to agree on the use and regulation related to collecting personal data.

Digital tools for urban governance will dramatically change how cities are managed. It is imperative that cities anticipate the need to redefine roles and responsibilities and identify proper accountability measures for public service and to adopt new codes of ethics for all suppliers and developers.

In choosing new technologies, cities should avoid “lock in” for long periods as the pace of change for technologies and innovations is becoming shorter and shorter.



## 10. Monitoring and Evaluation

Access to open data is fundamental for a balanced system. Just as data is collected on urban dwellers from both public and private actors, urban dwellers should have the ability and to collect, analyze and access data on public authorities and the private sector.

Data collection and regular monitoring systems should be established that utilize new technologies, focus on variables implicated in multiple urban systems disaggregated at all scales, ages and by socioeconomic groups.

It is crucial to recognize intra-urban inequalities to create open, transparent data and metrics for justice and establish a framework for monitoring, evaluation, and accountability.

Independent bodies and institutions must be created to follow up on the social, economic, and environmental performances of industries, projects, and cities, as well as their respective leaders. Those include social monitoring mechanisms such as citizen observatories that allow urban dwellers to have a voice on the performance of their elected and appointed leaders.

## Urban Solutions

**This section is not yet peer-reviewed. The process on how to review the 119 Urban Solutions submissions to The City We Need 2.0 shall be discussed at the 14th WUC Steering Committee Meeting (SCM14) on 15 - 16 March 2016 in Prague/Czech Republic.**

## The Way Forward

We, Urban Thinkers of the World Urban Campaign, are committed to The City We Need 2.0, its ten key principles and ten drivers of change to achieve sustainable urbanization.

As non-state actors joined by a shared vision, we commit to combine our strengths to build The City We Need.

As local and sub-national authorities, we will act as catalysts of policies, strategies and actions to deliver The City We Need.

As research and academia, we will contribute knowledge through relevant research to advance The City We Need.



As civil society organizations, we will mediate between civil society actors and the state to ensure the representation of all in the realization of The City We Need.

As grassroots organizations, we will ensure the inclusion of all grassroots communities in the realization of The City We Need.

As women, we will ensure the full inclusion of women and girl at all levels of The City We Need.

As parliamentarians, we will promote The City We Need principles in national policies and legislation.

As children and youth, we will make sure that The City We Need is sustainable for future generations.

As business and industries, we will contribute through innovations and inclusive solutions to deliver The City We Need.

As foundations and philanthropies, we will partner with others to support and finance The City We Need.

As professionals, we will use our skills to build the City We Need and promote professional and ethical practices.

As trade unions and workers, we will support and protect the builders of The City We Need.

As farmers, we will nurture The City We Need through sustainable agricultural practices.

As indigenous people, we will infuse our local ancestral knowledge and customs in The City We Need.

As media, we will promote and disseminate The City We Need.

We call upon National Governments and the international community to support The City We Need through effective policies, strategies and actions at the national and international levels to help position sustainable cities at the heart of 21st century development.

We request the United Nations Conference on Housing and Sustainable Urban Development to consider our vision and commitments towards the New Urban Agenda.



## Annex 1

In October 2015, the World Urban Campaign partners decided upon new working groups at the 13<sup>th</sup> WUC Steering Committee Meeting held in New York City/USA. Amongst others, the Working Group 1 "The City We Need (TCWN) 2.0 Drafting Committee" was formed. This Drafting Committee, consisting of WUC partner representatives, was tasked with the compilation of the 26 Urban Thinkers Campus reports, as well as the actual drafting of TCWN 2.0.

After a series of telephone conferences, the Drafting Committee held its final meeting from 29 February to 2 March 2016 in Nairobi/Kenya and virtually via Webex, involving 25 partner representatives and Urban Thinkers Campus organizers, to finalize the final draft of The City We Need 2.0, based on the UTC reports submitted to the WUC Secretariat.

On 7 March, the final draft was shared with all WUC partners for further commenting. 7 partners submitted written comments to the WUC Secretariat within the given deadline.

### Members of the Working Group1 "The City We Need (TCWN) 2.0 Drafting Committee":

1. Chair: Nicholas You (Honorary WUC Steering Committee Chair)
2. Co-Facilitator: Joyati Das (World Vision International) – UTC 9, 21, 24
3. Co-Facilitator: Peter Loewi (Children & Youth International)
4. Christopher Dekki (Communitas Coalition)
5. Didier Vancutsem (ISOCARP)
6. Dyan Currie (Commonwealth Association of Planners)
7. Filippo Boselli (World Future Council)
8. Hirotaka Koike (UNMGCY / Children & Youth International)
9. Jaqueline Trieu (World Vision International) – UTC 9, 21, 24
10. Judith Hermanson (IHC)
11. Katia Araujo (Huairou Commission) – UTC 7, 14, 18, 23
12. Mahmoud Hesham El Burai (DREI) – UTC 16
13. Inge Bouwmans (Cordaid)
14. Maruxa Cardama (Communitas Coalition)
15. Mohamed Munyanya (UIA)
16. Paul Zimmermann (Designing Hong Kong) – UTC 3
17. Sanja Zlatanic (ACUUS)

### Partner representatives and/or UTC organizers who contributed to the drafting process and submitted written comments:

18. Christian Huebel (City of Mannheim) – UTC 25
19. Giovanni Campus (University of Sassari) – UTC 26
20. Jean Felix (FIDIC)
21. Jose Gabriel Siri (UNU) – UTC 19
22. Kathryn Travers (Femmesetvilles)
23. Magdalena Garcia (MIRA) – UTC 14



24. Mariana Sgalicia (CNJUR) - UTC 13
25. Marta Lora-Tamayo (CNJUR Europe) – UTC3
26. Mee Kam Ng (The Chinese University of Hong Kong) – UTC 3
27. Pablo Aguilar (CNJUR) - UTC 13
28. Rainer Kern (City of Mannheim) – UTC 25
29. Ralph Horne (UN Global Compact Cities Programme) – UTC 24
30. Teshome Lemma (Cordaid)
31. Trudi Elliot (RTPI)
32. Uta Dietrich (UNU-IIGH) – UTC 19