

Brailard Compass Davos

Strategic foresight for *cities*



With the collaboration of
FUTURES HUB 4 SUSTAINABILITY

Davos Luncheon

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Morosani Posthotel

“You don’t start with money to get ideas. You start with ideas, and then you attract energy and people and talent and knowledge.”



Ms Ariane Braillard
President, Braillard Architects Foundation

Architect and urbanist Maurice Braillard, who viewed and cared for the city and canton of Geneva in a holistic way, was the inspiration behind the establishment of the Braillard Architects Foundation. In expanding the Foundation’s remit, with its current focus on the climate crisis, we are bringing together a multidisciplinary and international network of experts — from academia and engineering to humanities, economy and business — through the Braillard Compass, a series of meetings bringing together cross-sector stakeholders

engaged in the ecological transition by design. Through these discussions and this network, we hope to contribute to the creation of cities that are more liveable, more social and more resilient.

In the words of sociologist Margaret Mead, “Never underestimate the power of a small group of committed people to change the world. In fact, it is the only thing that ever has.”



Opening remarks

“We are certain the future will be uncertain. Do we have the courage to address this uncertainty?”

Dr. Arch.-Ing. Panos Mantziaras

Director, Brailard Architects Foundation



Cities are home to most of the world's population. Their residential areas and mobility hubs, their industries, and their places of education, recreation and culture are focal points for thought, debate and action. We are living through a period of unprecedented threats to urban life, marked by worsening environmental disasters, global political instability, social inequality and fragile economies. It is imperative that we take bold steps towards evidence-based, innovative solutions. This requires both public policy and private initiative to evolve swiftly in response to these challenges.

In today's "troubled waters", setting the course is not only about prosperity and well-being, but also about safeguarding our humanist and ecological values. These challenges must be addressed collectively, with a broad range of decision-makers and stakeholders. To summon the courage for this shared endeavour, we chose to establish the Brailard Compass series in Davos, in the crisp atmosphere of the Swiss summits at the heart of Europe.

We thus propose a purposeful, bold and inclusive navigation, guided by six fundamental traits:

- positive energy, personal balance and *inspiration*
- servant and selfless leadership
- continuous learning and humility
- grit and resilience
- levity
- stewardship

Introduction

During the 56th Annual Meeting of the World Economic Forum, the Brailard Architects Foundation, in association with Futures Hub 4 Sustainability, organised a luncheon on Thursday, 22 January 2026, at the Morosani Posthotel in Davos. Thirty participants from across sectors — spanning business, academia, policymaking and philanthropy — were brought together for the occasion.

The event unfolded against the picturesque backdrop of the snow-capped Swiss Alps, in stark contrast to the geopolitical turbulence of the previous twelve months, which had prompted a succession of momentous and unusually blunt statements from world leaders. It was therefore a fitting setting in which to reflect not only on the scale of the disruptions confronting cities, but also on the kinds of intellectual and practical frameworks required to face them with clarity.

In that spirit, the title *Future-Ready Cities: Turning “Unthinkables” into Ambitious, Investable and Scalable Urban Action* captured the tenor of the gathering. It pointed to three major objectives, at the crossroads of humanistic and ecological principles:

1. To break down siloed knowledge in favour of cross-sector dialogue among leading thinkers, policymakers, built-environment professionals and innovators;
2. To lay the foundations for an impact-oriented hub of expertise, while remaining open and accessible to a wider audience;

3. To draft sets of action blueprints capable of addressing the wider social, economic and environmental instabilities shaping the future of cities and their citizens.

The event was structured around four tables, each named after a Swiss mountain peak and assigned a specific focus:

1. *Matterhorn* — From Strategic Foresight to Sound Decisions for Cities
2. *Dufourspitze* — Cities Desirable by Design
3. *Jungfrau* — From Pilot Projects to City-Wide Replication
4. *Eiger* — Urban Governance: From Mandate to Delivery

The table discussions were conceived as a navigation exercise, aimed at identifying the main barriers to delivering sustainable urban futures, as well as the levers needed to overcome them. Around each table, guests debated how cities and their communities might move from uncertainty to informed action, and from fragmented signals to pathways towards climate, economic and social resilience.

An early consensus emerged around two strategic coordinates: the need for diverse and inclusive decision-making processes; and the alignment of policy and funding to support the urban ecological transition.

Together, this early convergence and the five key themes that later emerged from the table debates established the groundwork upon which future Brailard Compass discussions will build.



Political insights and a call to *action*

“We need a “new mind muscle” to cope with the unthinkable, unpalatable disruptions ahead.”

Nick Gowing

Founder and Director of the Thinking the Unthinkable project



— A new mind muscle to think the *unthinkable*

Building on Mark Carney’s “rupture” presentation at Davos the previous day, former BBC journalist and director of the Thinking the Unthinkable platform, Nik Gowing, set the scene. Through a political lens, he called on city leaders to develop a radically different way of thinking — what he described as a “new mind muscle” — as the only way to grasp the scale of the economic, social and environmental disruptions that lie ahead, however unthinkable or politically unpalatable they may seem. Nik pointed, for example, to London Mayor Sadiq Khan’s recent warning that the growing use of artificial intelligence could have a profound effect on employment, triggering knock-on consequences across sectors such as real estate, retail and everyday urban life.

In such a scenario, even the housing market could come under severe pressure, with destabilising political and social effects in any country facing similar conditions. To confront the potentially devastating impact of such “unforeseen events”, Nik argued for a strategic foresight capable of addressing technological disruption and conflict-related socio-economic instability — to which climate change and biodiversity loss must also be added. At a time when many stakeholders seem numbed by the scale and complexity of these challenges, he urged the Brailard Compass series to help lead the debate, particularly through the lens of urban foresight.

— Demystifying **foresight**

If Nik Gowing’s intervention set out the scale of the challenge, Judit Kozenkow followed by clarifying the method needed to address it. She introduced and defined the term “foresight”, whose growing popularity as a framework for thinking and acting beyond conventional limits often leads to misunderstanding. “It is important to understand what foresight is not,” she stated. “It is neither a tool for prediction nor a crystal ball. Foresight is not just looking into the future but also an evidence-based, systematic and methodological approach to critical analysis. Ultimately, foresight helps us navigate instability.”

Strategic foresight, she explained, provides tools for planning and designing desirable futures, while also structuring professional dialogue and collective decision-making. While the private sector has longer experience in using foresight to strengthen profitability and resilience, Judit pointed to three case studies — in Singapore, Doha and Cairo — where the public sector had successfully integrated foresight into policy development, notably in relation to climate resilience. The question, then, was how to respond to the severe future risks raised by Nik Gowing. Judit’s answer was twofold: first, by establishing policy agendas informed by foresight; and second, by identifying gaps in knowledge and know-how through research-to-action protocols.



01

Matterhorn

From strategic foresight to sound decisions for cities

— Chaired by Judit Kozenkow



Judit Kozenkow

In the contemporary world, information is abundant but difficult to evaluate, prioritise and translate into action. Cities must make decisions not only amid complexity, but also in the face of disruptions that can emerge quickly and reshape assumptions overnight. Foresight helps turn fragmented data into trajectories for action, clarifying what

can and should be pursued in the short and medium term while keeping longer-term objectives in view. Yet such ambitions require guardrails: strong principles, responsiveness and adaptability, all grounded in clearly defined, evidence-based responsibilities for decision-makers.

— **What *guardrails* do we need to ensure ethical, political and technical validity?**

As politics, business, education and public debate adopt more imaginative and constructive approaches to the future, legal, technical and socio-economic frameworks remain essential points of reference, even as uncertainty and disruption test their limits. Yet formal frameworks alone are not enough. There are also deeper cultural guardrails operating in the background: shared understandings of quality of life, comfort and belonging. These often find expression through aesthetics and other cultural values,

whose importance becomes even more apparent in unsettled times, as the long history of cities consistently shows.

— **In a volatile present, how do we remain *clear-sighted*?**

Clarity begins with lived urban experience rather than abstraction alone. Cities are shaped by their inhabitants and their culture, and neighbourhoods remain the first spaces of socialisation. When they function well, they provide a sense of stability that supports private, professional and civic life alike. Preserving these qualities requires a high standard of urban design and planning, but also the timely engagement of a wide range of public and private actors working from shared principles, credible narratives and a common understanding of what is at stake.

— **What sequenced steps can we implement to stay effective as conditions keep shifting?**

To remain effective, foresight must operate as a continuous discipline rather than a one-off exercise. It can guide data collection, help make complexity intelligible, support simulation and problem-solving, and inform how solutions are tested, adapted and scaled. This is demanding work, but it is essential: it keeps design thinking active throughout the process and strengthens the case for financial backing. From analysis through to delivery, each stakeholder's role and responsibility must be clearly defined if outcomes are to remain coherent, credible and capable of real impact.



02

Dufourspitze

Cities desirable by design

— Chaired by Tom Avermaete



Tom Avermaete

Urban forms and spatial structures shape how people live, move and relate to one another. Cities that are well designed create conditions in which comfort, safety and dignity can prevail. They also foster engagement and strengthen social cohesion. Yet cities cannot remain static. As environmental, technological and social pressures alter the terms of

urban life, design must help cities evolve without losing legibility or public trust. This calls for clear and inclusive governance, grounded in reliable evidence, critical analysis and a long-term perspective. In that sense, urban transition by design is not only about imagining better futures but also about preparing pathways that communities can understand, support and sustain.

— **Drawing on cross-cultural experience and long-term practice, which design course best brings people on board?**

Experience across contexts suggests that change gains support when it is translated from abstract ambition into visible improvements in everyday life. The real difficulty lies not in producing new ideas, but in making them credible, workable and fair for those who will live with their consequences. This makes it essential to understand the needs of those already exposed to harsh urban conditions, their expectations for the future, and the role design can play in turning those expectations into more desirable urban realities. By translating values such as comfort,

safety, accessibility and dignity into form, design can also encourage participation, empower citizens and strengthen a sense of belonging. When this process is informed by evidence, tested against local realities and kept open to adjustment, communities are better able to express their needs — including cultural and social diversity — and shape responses accordingly, without losing sight of the most vulnerable residents in a rapidly worsening context.

— **How can urban form and spatial levers make the environmental transition legible, *desirable* and deliverable?**

Public space and mobility infrastructure stand out as some of the most effective levers, precisely because they are both highly visible and closely tied to everyday life. Their impact, however, depends on transparent local processes that engage people from the ground up rather than simply imposing change from above. In this sense, design has a threefold strategic role: it makes transition intelligible through policy, shared rules and accessible technologies; it reconnects the making of the city with local craftsmanship through retrofitting, redesign and transformation; and it encourages citizens to sustain more environmentally responsible practices collectively at a neighbourhood scale, whether through urban agriculture, repair cultures or other forms of shared local action. Used well, these spatial levers do more than improve the city's appearance or performance: they help societies adjust in concrete ways to conditions that are becoming less predictable, while keeping the transition both visible and achievable.



03

Jungfrau

From pilot projects to city-wide replication

— Chaired by Lyesse Laloui



Lyesse Laloui

Beyond buildings, urban life depends on systems that largely remain out of sight: soil, water, heat, underground and digital networks, and material flows. These invisible infrastructures support everyday life, yet they often enter public debate only when a technical failure, social disruption or public-health issue brings them abruptly to the surface. In such

moments, their political, technical and financial complexity becomes unmistakable. Preparing cities for a less stable future therefore means treating these systems as strategic assets to be understood, tested and strengthened before crisis forces the issue.

— How should critical urban infrastructures be addressed for sustainability and *resilience*?

Critical infrastructures need to be approached not as isolated assets, but as interconnected systems whose performance over time shapes the liveability and reliability of the city as a whole. Public transport offers a clear example: when networks are affordable, accessible and well connected, they make sustainable choices easier, improve everyday life and reinforce the long-term attractiveness of the city for residents and visitors alike. Yet many less visible systems — from water and pipework to energy and digital networks — are still planned or upgraded without sufficient attention to how they will perform under mounting environmental, social or technological pressure. Too often, intervention comes only once failure becomes visible, and within the short horizons of

electoral cycles, leading to reactive and sometimes partisan decisions rather than durable solutions in the public interest.

An equally important opportunity lies underground and within the city's existing fabric. Moving power and telecommunications networks below the surface can increase resilience while freeing valuable urban land above ground for other uses. The same logic can be extended to underused spaces and existing buildings, which may be repurposed for strategic functions, including small urban data centres or other support facilities. In this way, infrastructure planning becomes not only a question of repair but also of anticipation, reuse and more efficient land management.

— How do we innovate for sustainable and resilient *infrastructure*?

Innovation often begins where conventional project processes prove too slow, fragmented or rigid. Pilot projects are valuable in this respect, not as ends in themselves, but as structured ways of testing solutions, generating evidence and building the conditions for wider adoption. Delivering sustainable infrastructure at pace — whether in energy, mobility or digital systems — requires integrated teams working across sectors, institutions and disciplines. Such collaboration helps align long-term direction with practical implementation, allows lessons to be shared early, and reduces the fragmentation that still hampers projects such as solar deployment. In this sense, more than merely technical, innovation is also institutional, relying on evidence-based policy, updated regulation, clear responsibilities and governance arrangements capable of moving from experimentation to coherent delivery at scale.



04

Eiger

Urban governance: from mandate to delivery

— Chaired by Laura Hagemann Arellano



Laura Hagemann Arellano

Design is a powerful governance tool, translating values such as inclusion, quality and fairness into decisions and built outcomes. For transition to command trust, communities need to understand how projects evolve — from proposal and adoption through procurement and delivery. That, in turn, calls for clearly articulated and broadly shared criteria, including performance targets, inclusion, accessibility, comfort and resilience, backed by transparent monitoring frameworks. In a context where conditions can shift quickly, such frameworks also help cities remain credible, consistent and capable of adjustment.

— How do local initiatives move from ambition to delivery?

Progress depends on more than political intent: it requires clear responsibilities, meaningful engagement and the capacity to implement. Public authorities remain central, both in responding to key urban environmental challenges and in convening the mix of actors needed to address them. Where diversity is encouraged, evidence is used well and decision-making is structured as an ongoing process rather than a single moment of approval, initiatives gain traction; where communities are sidelined, confidence weakens and projects stall.

— How can public-private collaboration turn mandates into *future-proof* planning and design?

Much depends on the terms of collaboration. Public-private partnerships have at times failed the public interest, which is why new, more equitable coalitions are needed — ones that align mandates, investment, expertise and operations around shared objectives and long-term value. The origins of private capital, the ways it is invested in cities, and its effects on transparency are therefore too important to ignore. Future-proof design cannot be reduced to short-term return on investment; it must also protect the long-term liveability, attractiveness and innovative capacity of cities, while remaining robust under changing social, environmental and economic conditions.

— Which governance course unlocks fast, reliable and resilient decision-making?

In practice, reliability comes from designing the decision-making framework as carefully as the project itself. Standards and procurement processes become powerful governance tools when they integrate needs assessment, funding structures, maintenance and review mechanisms from the outset. Breaking down silos between public and private actors is essential: it broadens the range of possible solutions, reduces friction among stakeholders and helps turn consent into delivery. Governance is strongest when it combines clear principles with the ability to learn, adjust and stay effective as circumstances evolve.

Findings and future *discussions*

At the conclusion of the luncheon, the chairs of each table shared the main points raised by the Brailard Compass delegates, from which five key messages emerged.

1. Foresight is most valuable when it converts abundant but fragmented signals into actionable trajectories, linking long-term vision to medium-term strategy and immediate decisions. In a context where conditions can shift quickly and assumptions no longer hold for long, this requires stable guardrails combined with the capacity to respond, adjust and learn as circumstances evolve.

2. Even with its evidence-based, systematic and methodical capacity to navigate instability, foresight alone cannot secure the full chain from diagnosis to adoption, procurement and delivery. Analysis and strategy remain indispensable, but they must be matched by multilateral trust, institutional integrity and scientific transparency if urban action is to remain coherent under pressure.

3. Public space and infrastructure are high-impact levers for shaping behaviour. Combined with coherent directives and clear policy choices, they can foster engagement, cohesion and dignity among city dwellers, while accelerating climate and social retrofitting at every scale and encouraging more sustainable everyday practices. In uncertain times, these visible and shared frameworks also help make transition tangible, legible and collectively supportable.

4. Less visible yet essential systems — such as soil, water, heating and digital networks — must be strengthened through long-range thinking and anticipatory planning. Innovative approaches, including moving critical infrastructure underground and repurposing existing spaces and buildings, can help cities become more resilient to climate change and

other disruptions, while using land and resources more intelligently.

5. Design can translate community values — such as inclusion, quality and fairness — into actionable decisions. Standards, assessment of needs and procurement can all serve as powerful governance levers for resilience, but scaling such decisions requires fair public–private coalitions built around shared pathways, clear responsibilities and a common vision. What matters is not only the quality of the project itself but also the robustness of the process that carries it from intent to implementation.

Finally, two cross-cutting issues emerged: *engagement* and *funding*. In a period marked by instability, complexity and shifting horizons, cities need strong cross-party political leadership, but resilience cannot be delivered without meaningful engagement with communities and a broad mix of multidisciplinary experts. Delegates across all four tables stressed that urban governance must better connect space, place and political participation by involving diverse actors — especially residents — more effectively in decision-making, through more open, iterative and transparent models. At the same time, innovative design and delivery require durable funding: public–private partnerships can support ambitious climate measures, but financing must be structured with a long-term perspective if momentum, trust and community support are to be sustained. Exploring green finance and its wider co-benefits should therefore be a priority, alongside practical methods for testing, adapting and scaling solutions over time.

Lead *biographies*

Tom Avermaete

Chair of the History and Theory of Urban Design, ETH Zurich

He has been Professor of the History and Theory of Urban Design at ETH Zurich since 2018. His work examines the architecture of the city and the changing roles of architects and urban planners from an intercultural and global perspective. He studied architecture in Belgium and Denmark and holds an MSc and a PhD in the History and Theory of Architecture from KU Leuven. Before joining ETH Zurich, he held professorships at TU Delft, directed the Centre for Flemish Architectural Archives, and taught at leading institutions, including the Politecnico di Milano and the Tokyo Institute of Technology. He is co-editor of the Bloomsbury Studies in Modern Architecture series and serves on the editorial and advisory boards of several leading international architecture journals.

Ariane Brillard

Interim President, Brillard Architects Foundation

A Geneva-born visual artist and curator, her work is deeply shaped by the city's humanist and international heritage. Trained in literature, social history and fine arts in Geneva, London and New York, she served as director of the Swiss Institute in New York before pursuing an independent artistic path. Her practice and curatorial work explore the poetic dimensions of space, time and architecture, while her long-standing engagement spans cultural diplomacy, human rights, and, more recently, urban resilience and climate-focused initiatives through the Brillard Architects Foundation.

Nik Gowing

Founder and Director of the Thinking the Unthinkable (TtU) project

An internationally recognised journalist and expert on leadership and crisis management, he is the founder and director of Thinking the Unthinkable (TtU), a research initiative launched in 2014 that draws on direct access to senior leaders to examine why institutions struggle to respond to disruptive and “unthinkable” events. He spent nearly two decades as a senior presenter on BBC World News (1996–2014), covering major global crises, including 9/11 and the death of Princess Diana, and previously served as Diplomatic Editor for Channel 4 News at ITN, reporting on the collapse of Soviet power in Eastern Europe. He is currently a Distinguished Fellow at the Royal United Services Institute (RUSI) and a Visiting Professor at King's College London, where he focuses on leadership and information failure in digitally transparent crises.

Laura Hagemann Arellano

Policy Officer, New European Bauhaus

She is a Policy Analyst at the Joint Research Centre of the European Commission, where she works on the New European Bauhaus initiative. She has over 20 years of experience in EU policymaking on urban development and territorial governance, and has worked extensively with Member States, cities and EU institutions on integrated approaches to sustainable and inclusive development. Laura holds a degree in Political Science and a master's degree in Management and Evaluation of Development Policies.

Alexandre Hedjazi

Co-founder, Futures Hub 4 Sustainability; Co-Chair, Caspian Sea Scientific Network; University of Geneva

With a 20-year academic career spanning research and teaching at the University of Grenoble, UCLA's Luskin School of Public Policy, and, since 2007, the University of Geneva's Institute for Environmental Sciences, his work focuses on sustainability transitions and urban development. Early in his career, he contributed to the OECD's “Conference for Partnership in the 21st Century” through work on infrastructure financing. He currently serves as Co-Chair of the Caspian Sea Scientific Network (CaspISNet) and as a member of the Scientific Committee of COP29. Since 2020, he has coordinated the Geneva Centre of Excellence for Smart Sustainable Cities at the United Nations Economic Commission for Europe.

Judit Kozenkow

Horizon Group Geneva; Lecturer, Webster University

She leads economics-, foresight- and sustainability-related projects at Horizon Group Geneva and lectures at Webster University. She has 15 years of expertise in international economics, global trends analysis, emerging technologies and sustainable development. She has taught in public and private academic institutions worldwide and has worked in finance in the private sector, as well as in various capacities within the United Nations system.

Lyesse Laloui

Professor of Civil and Environmental Engineering, EPFL

He is a world-leading expert in geomechanics and geo-energy, whose research on geomaterials has enabled innovative technologies addressing climate change, renewable energy and the sustainable use of resources. His work has been recognised with major distinctions, including an ERC Advanced Grant (2018), an ERC Proof of Concept Grant (2020) and an EIC Transition Grant (2023), as well as two honorary doctorates. He holds key leadership roles within international scientific and engineering bodies and serves as European Vice-President of the International Society of Soil Mechanics and Geotechnical Engineering. A prolific author and editor, he has published extensively and is a frequent keynote speaker at major international conferences. He also actively bridges research and innovation through patents and EPFL spin-offs, including Enerdrape, ranked among the Swiss Top 100 start-ups.

Panos Mantziaras

Director, Braillard Architects Foundation, Geneva

With an architectural engineering training and a Ph.D. in planning and urban design, he has been the former Head of the Office for Architectural, Urban and Landscape Research at the French Ministry of Culture. He launched pioneering interdisciplinary programmes on the relationship between the urban realm and the environmental crisis and co-organised the Greater Paris foresight consultation (2010). He has taught and published extensively in Europe, North America and Japan. In 2016, he launched at the Braillard Architects Foundation the Eco-Century Project®, within whose framework he conceived, organised and led the multi-stakeholder foresight consultations for Greater Geneva (2019) and Greater Luxembourg (2022), and the pioneering professional education programme Transition Workshop. He is currently a member of the experts' commission for the New European Bauhaus Facility of the European Commission and an adviser on urban issues to public and private entities in the Canton of Geneva.

Participants

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