

Territorial intelligence and territorial development: a new network
Real problems, theoretical and methodological criteria and Project development.
A Latin American experience*

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Abstract:

In the new Latin American network *Territorios Posibles*, territorial intelligence and the territorial development are promoted, by five specific attachment lines, with the participation and the joint learning between professional and institutional, social and economic actors. Concrete projects, spaces of formation and other activities are systematized with common theoretical-methodological criteria. Two representative cases are exposed here.

Keywords:

Territorial intelligence, territorial development, networks, methodological criteria, participation, learning.

Tools, methods and concepts oriented towards understanding the real problems people face and towards specifying theoretical methodological criteria which make definition and project development possible in order to solve them, or at least seek for solutions, are useful contributions for Territorial intelligence and the Territorial development within a wide range of topics.

Two topics are being introduced here: one which has just been finished, the Urban and Territorial Organization Code of Colon, Buenos Aires, Argentina, a job requested by the Local Government of Colon, Municipality of the Argentinean Pampas of 25.000 inhabitants, while the other one, is a two-academic seminar project –“Real problems and project development” and “Defining our thesis” – to be done in 2009 at the Udelar Republic University (Uruguay).

The reference to this Latin American experiences has three main objectives: a) knowing how an interdisciplinary university teamwork works (Colon), b) knowing how a scientific-academic activity is organized thesis oriented and problems and projects (Uruguay) and c) identifying how those sound projects are systematically inserted in the new Latin American network, www.territoriosposibles.org.

I. The new network.

The network www.territoriosposibles.org is a growing Latin America network which nowadays is joining a worldwide network, www.territoriesnet.org. These networks are trying to assure that each region of the planet keep their specificity, and at the same time, be able to participate in the systematization of projects, problems, methods and tools in order to allow university students and non-university students to understand and make more intelligible the territory, and to be part of its transformation.

It is about a network of cooperation and Latin America complementarity whose purpose is to reach, from the scientific and academic world, other fields like political-institutional, social

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organizations, non-profit civic organizations, business chambers, enterprises and citizens in general, concerning a wide range of topics and scientific systematized problems according to different criteria: processes, places, actors, transformation, valorization, appropriation and organization, among others.

Since November 2008, the website www.territoriosposibles.org will have five sections – problems, concepts, works, knowledge and thesis – with systematized activities and results in all cases. Nowadays, the work is being done with other groups of Europe, Africa and North America, forming a network of networks like a cooperative and complementary center of similar activities in the most diverse latitudes.

Considering the purpose of understand what is being done, how is being done and for what is being done, the table below shows the contributions that important experiences will bring to the network www.territoriosposibles.org. These contributions are organized according to the five sections of the site mentioned before.

Figure 1: The Colon experience and the UdelaR experience in the network

What experiences Which contributes to www.territoriosposibles.org	EXPERIENCE in ARGENTINA Urban and Territorial Code of Colón, Buenos Aires, Argentina	EXPERIENCE in URUGUAY Seminars “Real problems and projects development” and “Defining our thesis” Republic University (Uruguay)
Problems and learning	Elaborating a new code to replace another one dating from 1979, understanding the territory, participating with the actors and respecting the current provincial rules.	From real problems, eleven theoretical – methodological criteria will be applied to the development projects, which will be joining the seminar.
Concepts and views	Territory, place, management.	Methodology, processes, places, actors, <i>explanans, explanandum</i>
Works and publications	Result: Final Report 2008 Municipality of Colón – Professional Cooperative <i>Territorium</i> Book in progress. In 2009 it will be published a resume on www.municipiocolon.gov.ar and on www.territoriosposibles.org	Similar backgrounds: Publications in the National University of Cordoba posgrado@faudi.unc.edu.ar (H. Bozzano, C. Terreno y M. Riso) and in the Buenos Aires University gam@fadu.uba.ar (H. Bozzano y S. Cappuccio) In 2009 it will be published the Uruguay experience on www.territoriosposibles.org
Territorial knowledge	Thematic mapping detail: Real territories (use of the soil), legal territories (current code), though-out territories (places), projected territories (strategies), possible territories (new code).	
Projects and thesis		From the work with eleven theoretical – methodological criteria will be defined study objects and/or objects of thesis intervention to how will be joined the seminar

II. The experience in Colón, Buenos Aires

Considering that the regulation which rules the territorial organization and the use of the soil in force from three decades is out of date in an important grade, in 2006 the Municipal Government of Colon opens the application for suitable teams to solve the problem: make a new urban and territorial code. In order to perform the task, *Territorium*, a University Cooperative of Professionals, is selected. This cooperative has been working from two decades in the topic and establishing bridges with other Universities. The research was done between 2007 and 2008 and nowadays is in a process to be approved by the municipal authorities, in order to be presented to the provincial institutions.

Figure 2: Colon: Urban and territorial code (Bylaws)

Title of the project or program	COLON: URBAN AND TERRITORIAL CODE (BYLAWS)
Main problem to be solved	To elaborate the ante-project of the Urban and Territorial Bylaws of Colon for its approval by the Municipal Government (Colon) and Provincial Government (Buenos Aires).
Secondary problems to be solved, between 2 and 4	<ol style="list-style-type: none"> 1. Study, know and understand the total territory of Colon, establishing places in the micro-scale according to precise criteria. 2. Plan and concrete the participation of territorial actors in four stages organized in work commissions (to the citizens, technical, political-institutional, managerial) and establish the bases for the continuity of the participatory process. 3. Recognize the possible territories, which are more desirable for its inhabitant and more sustainable in time. 4. Make and articulated and maps effective for the municipal management and useful for citizens and investors.
Promoted by	Municipality of Colón, Province of Buenos Aires
With the participation of	<i>Territorium</i> Cooperative of Professionals and territorial actors participating in Work Commissions.
Year of beginning	2007
Year ended/in progress	Finished in 2008, continued in the municipal field, considering the creation of COUT Urban and Territorial Organization Council, with the participation of different local actors
Place carrying out the project	Country: Argentina Province/State/Department: Buenos Aires Municipality/s-Commune/s: Colon Approx. inhabitant: 25.000 inhabitant
Which was the main learning from the experience? Mention between 1 and 3	<ol style="list-style-type: none"> 1. It is possible to articulate the understanding of the territory and the participation with the local actors to produce proposals of possible territories (a code), which articulates real, vivid, though-out and projected territories. 2. The knowledge, the understanding and the appropriation of the project from the municipal technicians in charge of the application of the rule. 3. The setting of a new way of work the topic with permanent mechanisms of participation which contribute to the institutional and citizen viability of the code in time
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The work done is a Technical Report of 240 pages and a cartographic Annexe presented by the *Territorium* Cooperative to the Municipal Government in September 2008. It includes three reports – Socio-territorial Diagnosis, Participation and Legislation – and the Ante-project Bylaws itself, with 481 articles. In 2009, a resume of it will be available in www.territoriosposibles.org and in the website of the Municipality of Colon. Moreover, the publishing of a documental book systematizing the rich experience is considered.

1. Knowledge and Territorial Intelligence

Topic cartography is systematized with its respective theoretical, methodological and technical criteria. Real territories are analyzed (*usos de suelos*), legal (up dated codes), thought (places), designed (strategies) and feasible (new code).

Real territories: It is about the uses of real soil, interpreted as a real rural lot or block starting from a classification done by the Research Project “Territory, Place and Management” UNLP-CONICET in 24 categories.

Legal territories: It deals with legal employment of the territory corresponding to complementary and rural urban zones and areas, from The Municipal Bylaw of Colon 2552/1979 according to the Provincial Law 8912/1977 of Territorial Bylaw and Use of the Soil.

Though-out territories: It is about the places or occupational and appropriation territorial patterns researched, recognized and proposed for all the territory of Colon. There are 36 places: 13 are urban, 10 are periurban and 10 are rural (see figures).

Projected territories: It is about the cartography, which resumes the mobility, socio-urban, socio-economic, ecological and managerial strategies elaborated according to projection guidelines systematized in four stages, for the medium and long term of Colon.

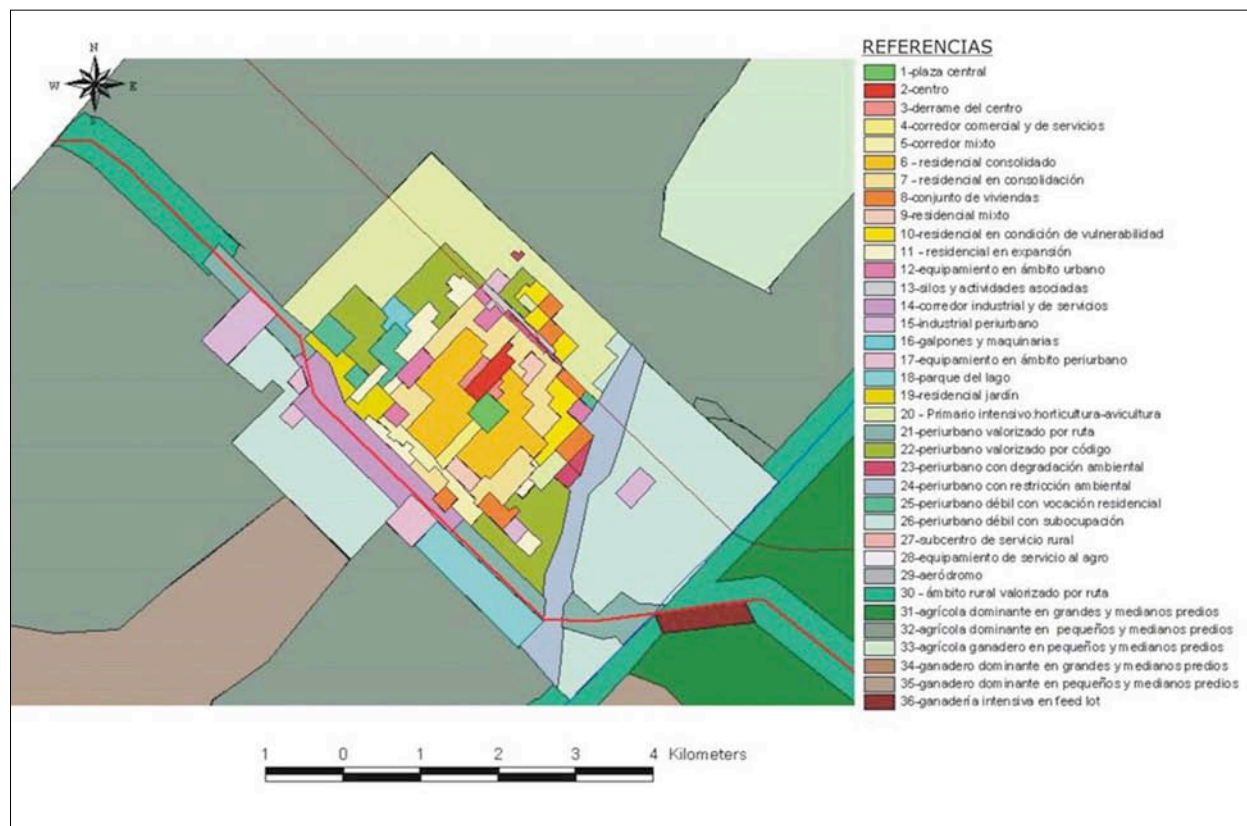
Possible territories: It is about the Urban, Complementary and Rural Zoning Proposal, which is part of the Ante-project of Urban and Territorial Bylaw.

Figure 3:

Methodological Criteria	Theoretical Criteria	Technical Criteria
Real territories	The use of Real territories by rural lot, fraction and block	Type of cartography: analytical by observation: sources-flights, aerosnapshots, territory research. Classification: UNLP-CONICET. Level of measure: nominal. Visual variable: opposite colours. Test of efficacy: clear and legible.
Legal Territories	Uses of legal territories, code zones according to the Urban and territorial organization	Type of cartography: analytical. Source: website SIOUT. Classification: SIOUT-Atlas Bs. As. Metropolitan. Level of measure: nominal and ordinal. Visual variable: related colours and shades. Test of efficacy: clear and legible.
Though-out Territories	Places or occupational and appropriation territorial patterns	Type of cartography: synthesis. Sources: direct and indirect, self-made. Classification: according to territorialities, vocations, actors, tendencies, rationalities and specialities. Level of measure: nominal. Visual Variable: opposite colours. Efficacy Test: clear and legible.
Designed Projects	Territorial strategies	Type of cartography: correlation. Sources: workshops and socio-territorial report. Classification: its own. Level of measurement nominal and ordinal. Visual variable: colors, shades and shapes. Test of efficacy: very clear and very legible.
Possible Territories	Proposed Code	Kind of cartography: Synthesis. Sources: Law 8912/77, memory of organization and results from workshops. Classification according to Province law 8912/77. Level of measurement: nominal and ordinal. Visual variable: associated colours and shades. Test of efficacy: very clear and legible.

The totality of the cartography has been done according to the graphic semiology of Jacques Bertin, its three moments – conceptual, technical and communicative – and eleven steps of the cartographic processes with an efficacy test at the end of each map. The main objective of the test is to verify if in less than 5, if from 6 to 11, or if in more than 11 seconds each map is readable and clear. That means that efficacy is related with the level accomplishment of elementary reading, means and set proposed by Bertin.

Figure 4: Basis for the Urban and Territorial Organization Code. Places or occupational and appropriation territorial Patterns. Municipality of Colon, Buenos Aires



References: 1. Central square, 2. Downtown, 3. Centre Downtown surroundings, 4. Commercial walkway and services, 5. Mixed corridor, 6. Consolidated residential area, 7. Residential area in process of consolidation, 8. Block of houses, 9. Block of mixed typology, 10. Residential area under vulnerable conditions, 11. Residential area in expansion, 12. Equipment in an urban area, 13. Associated places and activities, 14. Industrial and services hallway, 15. Periurban industrial zone, 16. Stores and machinery, 17. Equipment in periurban zone, 18. Lake Park, 19. Residential Garden, 20. Intensive primary horticulture-poultry, 21. Periurban zone valued in route, 22. Periurban zone valued per code, 23. Periurban zone with environmental blights, 24. Periurban zone with environmental restrictions, 25. Periurban zone with weak residential vocation, 26. Underpopulated periurban zone, 27. Sub-town of rural service, 28. Equipment for agro service, 29. Flight field, 30. Rural area valued as a highway, 31. Agricultural prevalence in big and standard lots, 32. Agricultural prevalence in small and medium lots, 33. Cattle breeding and agricultural in small and medium lots, 34. Cattle breeding prevalence in big and medium lots, 35. Cattle breeding in small and medium lots, and 36. Intensive cattle breeding in feed lot.

Source: *Territorium*, H. Bozzano, S. Resa, L. Grassi, G. Cirio and M. Botana.

2. Territorial methods and techniques

The methodological stages and the techniques, which are implemented to define places in Colon, are stated briefly. The applied methodologies are organized in five stages, nominated as follows: 1st) territorialities and territories; 2nd) vocational and “pre-places”, 3rd) rationalities, processes, tendencies and actors, 4th) cartography of places; 5th) matrix-synthesis: “places, concepts an variables”. In each of the stages what is understood for each operational concept and the attributes employed techniques are specified, both in the relative source use as well as in procedures.

The following are two matrixes used to illustrate an example: the first one sums up the method from its theoretical conception, and from its empirical application; while the second one, is part of a matrix corresponding to the 5th stage.

Figure 5:

CATEGORIES	CONCEPTS	VARIABLES
Categorial concept or noun concept	Operative concept	Operational concept
More theoretical weight ←	Theoretical-empiric nexus	→ More empirical weight
Territory Place	Territorialities	Urban Territoriality Periurban territoriality Rural territoriality Natural territoriality
	Vocations	Residential vocation Centrality vocation Recreational vocation Industrial and related vocation Equipment vocation Intensive productive vocation Extensive agricultural and cattle breeding vocation Mining-extractive vocation Harbour vocation Natural reservation vocation
	Rationalities	Environmental rationalities Economical rationalities Social rationalities
	Processes	Sinergetic processes Conflict processes
	Trends	Value trends Vulnerability trends Accessibility Trends
	Actors	Public Actors Private Actors Citizens
	Space	Absolute Space Relative Space Relational Space

Figure 6: Interpretative Matrix of places or occupational and appropriation territorial patterns. Colon

Dimensiones	A rác amb	B rác ec	C rác soc	D poc res	E poc cen	F poc rec tur	G poc ind	H poc eq	I poc pro int	J poc agr ext	K pro sin	L pro con	M ten val	N ten vul	O ten acc	P ter urb	Q ter per	R ter rur	S ter nat	T esp abs	U esp rel	V esp rle	
Lugares																							
1) Plaza central
2) Centro
3) Denname del cenbo
4) Conedor comercial y de servicios
5) Conedor mixto
6) Residencial consolidado
7) Residencial en consolidación
8) Conjunto de viviendas
9) Residencial mixto
10) Residencial en cond. de vulnerabilidad
11) Residencial en expansión
12) Equipamiento en ámbito urbano
13) Sitos y actividades asociadas.

References: Places: 1. Central square, 2. Downtown, 3. Centre Downtown surroundings, 4. Commercial walkway and services, 5. Mixed corridor, 6. Consolidated residential area, 7. Residential area in process of consolidation, 8. Block of houses. 9. Block of mixed typology, 10. Residential area under vulnerable conditions, 11. Residential area in expansion, 12. Equipment in an urban area, 13. Associated places and activities. Dimensions (Operational concept): A. Environmental rationalities, B. Economical rationalities, C. Social rationalities. D. Residential vocation. E. Centrality vocation. F. Recreational vocation. G. Industrial vocation, H. Equipment vocation, I. Intensive productive vocation, J. Extensive agricultural and cattle breeding vocation, K. Sinergetic processes, L. Conflict processes, M. Value trends, N. Vulnerability trends, O. Accessibility Trends, P. Urban Territoriality, Q. Periurban territoriality, R. Rural territoriality, S. Natural territoriality, T. Absolute Space, U. Relative Space, V. Relational Space.

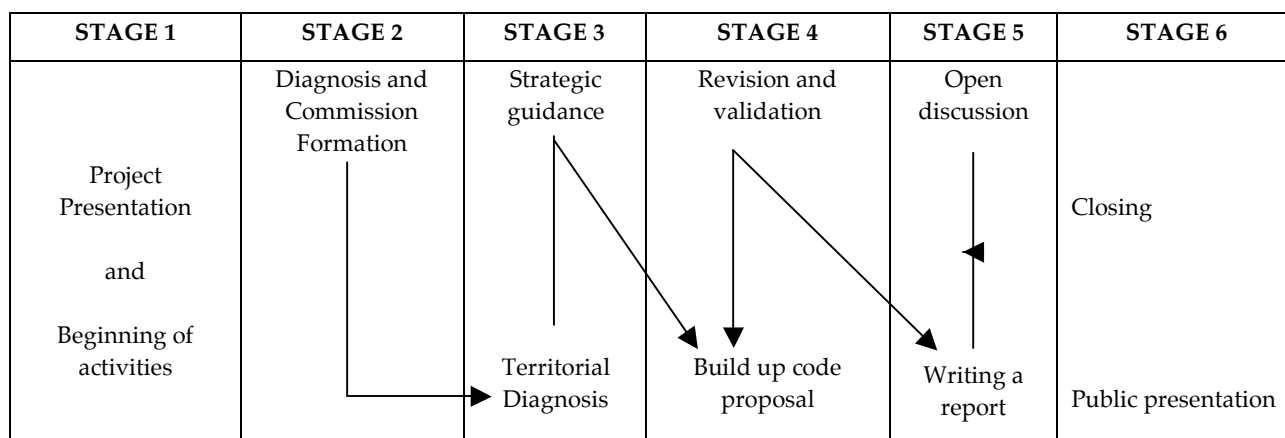
Note: This image is only 13 examples about 36 Colon's places. In 2009, we will consult all the research in www.territoriosposibles.org.

Source: Method "Lugar" by Horacio Bozzano and Sergio Resa.

3. Participative methods and techniques

For information, the next figure shows a summary of the stages performed with three Work Commissions nominated Citizen, Technical, and Political-Institutional; as well as the one performed with a Business Commission.

Figure 7:



Between the different participative techniques carried out, a Delphi study was made, with forty people relating to the social, economic and political life, who answer anonymously 40 questions

classified in five issues: 1- industrial, 2- general and regional, 3- environmental, 4- urban (expansion, infrastructure and equipment) and 5- urban (commerce and services). Part of the results are shown below:

Figure 8: “Delphi Study” of Colon with social, economic and politic actors

	1	2	3	4	5	6	7	8	9	10	11	12
	De acuerdo	Parcialmente de acuerdo	En desacuerdo	En blanco	TOTAL	Porcentaje De acuerdo	Porcentaje Parcialmente de acuerdo	Porcentaje En desacuerdo	Porcentaje En blanco	Porcentaje TOTAL	Considerado prioritario	Porcentaje de prioridades
EJE 1: CUESTIONES INDUSTRIALES:												
1	34	6			40	85,0	15,0	0,0	0,0	100	11	27,50
2	24	11	5		40	60,0	27,5	12,5	0,0	100	8	20,00
3	12	14	12	2	40	30,0	35,0	30,0	5,0	100	4	10,00
4	23	14	2	1	40	57,5	35,0	5,0	2,5	100	1	2,50
5	23	13	2	2	40	57,5	32,5	5,0	5,0	100		0,00
6	23	15	1	1	40	57,5	37,5	2,5	2,5	100	2	5,00
7	33	5	2		40	82,5	12,5	5,0	0,0	100	19	47,50
EJE 2: CUESTIONES GENERALES Y REGIONALES:												
8	11	13	4	12	40	27,5	32,5	10,0	30,0	100		0,00
9	22	9		9	40	55,0	22,5	0,0	22,5	100	2	5,00
10	35	5			40	87,5	12,5	0,0	0,0	100		0,00
11	28	10		2	40	70,0	25,0	0,0	5,0	100	2	5,00
12	31	5	2	2	40	77,5	12,5	5,0	5,0	100	1	2,50
13	35	5			40	87,5	12,5	0,0	0,0	100	10	25,00
14	39	1			40	97,5	2,5	0,0	0,0	100	10	25,00
15	23	12	5		40	57,5	30,0	12,5	0,0	100		0,00
16	34	5		1	40	85,0	12,5	0,0	2,5	100	6	15,00
EJE 3: CUESTIONES AMBIENTALES												
17	19	8	11	2	40	47,5	20,0	27,5	5,0	100	1	2,50
18	6	10	20	4	40	15,0	25,0	50,0	10,0	100	1	2,50
19	25	11	2	2	40	62,5	27,5	5,0	5,0	100	5	12,50
20	30	8	1	1	40	75,0	20,0	2,5	2,5	100		0,00
21	22	8	5	1	40	55,0	20,0	22,5	2,5	100	2	5,00
22	18	5	17		40	45,0	12,5	42,5	0,0	100	2	5,00
23	27	8	2	3	40	67,5	20,0	5,0	7,5	100	2	5,00
24	15	15	4	4	40	40,0	40,0	10,0	10,0	100		0,00

Column references: 1- Agreement, 2- Partial Agreement. 3- Disagreement, 4- No response, 5- Total, 6- Percentage agreement, 7- Percentage partial agreement, 8- Percentage disagreement, 9- Percentage no response, 10- Total percentage, 11- Considered priority, 12- Percentage of priorities.

Note: 40 questions, 5 issues: 1- industrial, 2- general and regional, 3- environmental, 4- urban (expansion, infrastructure and equipment) and 5- urban (commerce and services).

Source: Territorium, Luciano Grassi, H. Bozzano, S. Resa et al.

This image is only an example. A maximized sample – in Spanish in CAENTI – is available in case the reader would be interested in the Colon case containing three main concept cartography about possible, projected, though-out, legal and real territories, the five stage development to define places and other useful contents.

III. The experience at the UDELAR, Republic University of Uruguay

Programmed within the framework of the new Latin American network www.territoriosposibles.org, the 2009 experience at UDELAR, is the result of two joint work experiences. On the one hand, the best of twenty experiences belonging to our Research Group UNLP-CONICET done in Argentina, Brazil, Guatemala, France and Spain. On the other hand, international experience is added from part of Uruguayan scholars; work done through continuous meetings with people responsible of research projects, transference and extension of the most varied disciplines, finally have contributed to plan an activity that will take place in two branches of the Uruguayan University: Montevideo and Rivera; on top of this the brand new creation of the Udelar Interdisciplinary Space is something that can be counted on.

It is about two seminars –“Real problems and project development” and “Defining our thesis” – where crucial protagonists are the contestants: people responsible, launchers, and members of

finished projects, on going or about to start in a case; and of theoretic scientists from the most varied disciplines are trying to define their specialization thesis, doctoral or master.

Within sound seminars, in three time-space dimensions carefully planned and intensive – one month spaced each of them-eleven down to earth activities will be carried out, each of them backed up by methodological-theoretical criteria, nurtured among others by E. Durkheim, M. Weber, G. Bachelard, P. Bourdieu, F. Schuster, M. Santos, H. Zemelman and R. Sautu.

1. Real problems and project developments

The objective is that, within a wide range of projects, the nature of the real problem could be designed and sharpened. This will be crucial for the development of each project, choosing the methodology of the social research, which allows to precise and narrow the object of study and/or intervention. The purpose is to systematize the results of such interaction.

In Latin America, the link between research projects and/or university ones on one side, and national, regional or local government projects or from enterprises, cooperatives or different from part of the citizenship, on the other side, they are not the most frequent. One of the reasons for this situation would be related with different traditions of dominant duties within this areas: while the academic world is recognized by the knowledge production and transmission oriented to a university human preparation, our government institutions besides their administrative functions, needless to say, form an important part of their functions, tend to launch politics under the project, plans and programs umbrella, on the other hand, projects, actions and corporative initiatives, enterprises and citizens contribute to make this mosaic even more complex.

Related to a relative inertia from each of these institutions, other reason would be derived from the circumstance that, there is always a spirit of strengthening links; reality shows that the majority of the projects from their conception till their implementation use to develop intra-institution, far from real actors in the working arena.

One of the biggest efforts from the experience consist of offering contributions oriented to relationship links and to join learning experiences based on traditions and different duties, highlighting the closeness among our savoir-faire or our know-how, the know-what to do of everyone.

It has to do with the sharing of methodological resources with the theoretical support to the University, in order to enrich and to develop on a solid ground our projects, being cautious not to give up on each attempt, not only us, universitarians and social-scientific researchers, as in administratives and other government workers, businessmen and citizens with an inner call of projecting changes and transformations in the territories. If behind each knowledge there exists theory, behind each know-what to do are the empiric and theories hibridiated. As Bachelard said:

No matter what the starting point of the scientific activity will be, this activity could totally convince only if the base domain is abandoned: reasoning is needed if one has to experiment; if one reasons, it is necessary to experiment (Bachelard, 1984).

2. Defining our thesis

With similar criteria from the “Real Problems” seminar but with different objects, in this case the intention is that, for each one of them, to do his thesis means more a pleasure than a burden.

In order to do the eleven exercises and its five stages it is necessary to have enough flexibility, practical and intuitive intelligence based on everyone’s way, always different from others.

Till this moment, within a solid experience with more than a hundred **people** of twelve different subjects it is possible to recognize a different situation, to invest time is saying that our thesis is good for health.

Each subject and each object will always be unique; several similarities could be recognized, some similar situations, but each thesis will be undoubtedly original. Simultaneously, in each thesis we could discover methodological-theoretical criteria thinking about its feedback as long as it could give us useful similarities to apply to other thesis or research projects. Defining our thesis is something unique and at the same time replicable.

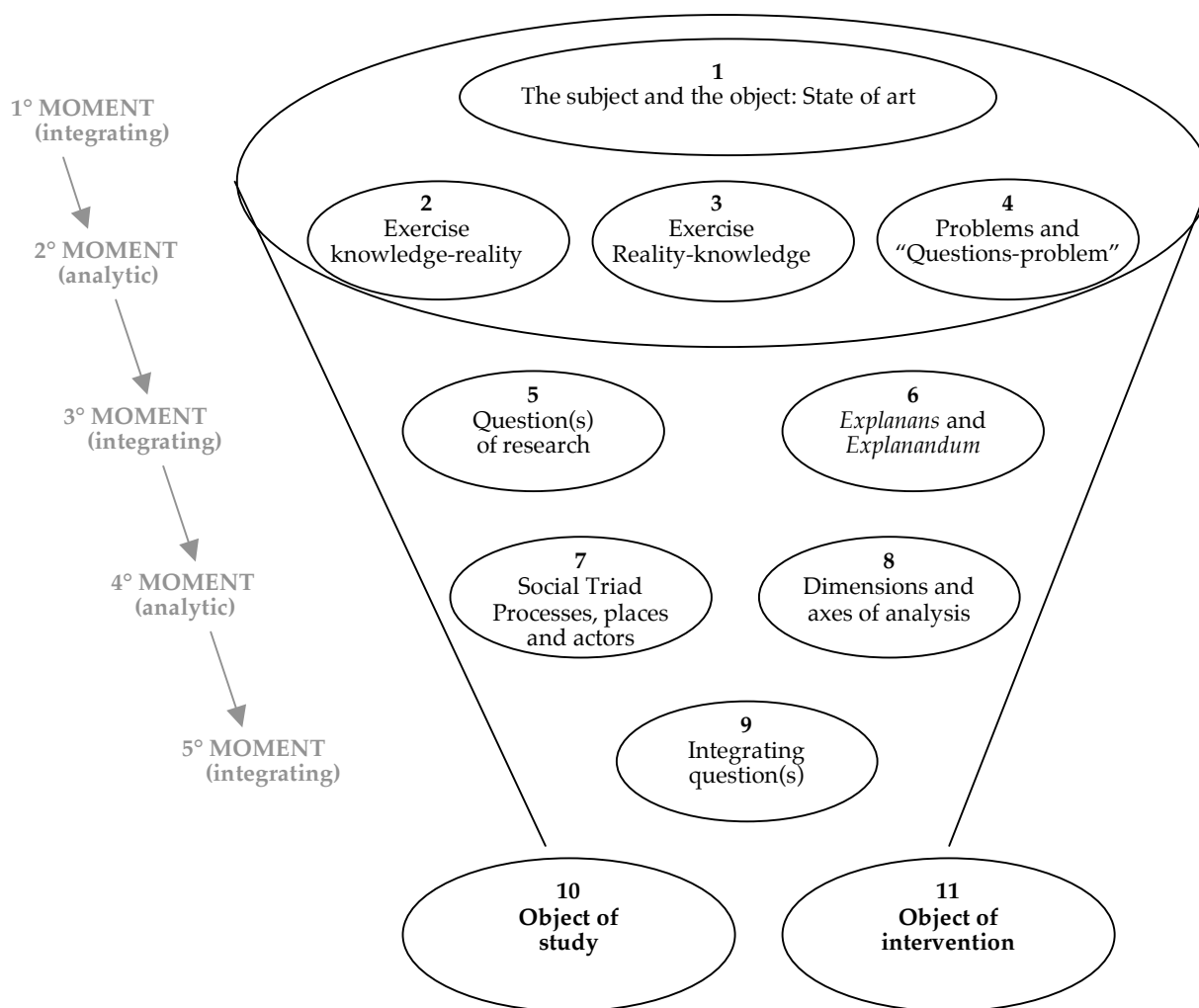
The famous Ferdinand de Saussure’s statement: “the object is created by the point of view”, **suits perfectly**. Each creator’s point of view has knowledge, experience, intuition and sense of transformation. Part of our knowledge, experiences, intentions and our own vision of **the** future will be in each object of study, change and transformation, situations in which the epistemological beacon will be put into action with dual intention: the explanation and the transformation – and the scientific

subjects of knowledge. In this **sense regard**, the techniques of splitting up with the epistemological and **epistemophilical** obstacles are crucial, if a round table with scientists, politics, businessmen and neighbours is needed to come to an agreement in terms of proposals, in order to provide down to earth transformations.

As a whole, scientific concerns use to neglect the actors of the object of research. The citizens, with common sense, and even with their basic knowledge, are able to perceive it and to express it; meanwhile, we insist on keeping protecting our scientific bubble. Listening to others, within a framework of intellectual honesty and transparency in our actions are the basis of more solid and prosperous links among scientific researchers and public actors, private citizens willing to change. Generally it has to do with a difficult process but possible, where we must be conscious that if a link is reached, the aims will not be perfect.

3. Tools and criteria

Figure 9: The dialectic cone – Methodological-theoretical criteria



The eleven methodological-theoretical criteria organized in five moments, successively involving and analytical, in practice are transformed into eleven tools that, as a dialectic cone, contribute to generate a framework of systematicity, rigurocity, and creativity in each project, no matter if it is a development or a thesis. Summing up they are: 1- the subject and the object: the state of art; 2- relationship knowledge-reality, 3- relation reality-knowledge, 4- problems and question-problems, 5- inquiries derived from investigation and actions, 6- *explanans* and *explanandum*, 7-

processes, places and actors, 8- dimensions and axis of analysis, 9- integrating question, 10- object of study and 11- object of intervention.

It is about eleven methodological and theoretical criteria which are applied through eleven tools or activities, making five moments of progressive reflections in which are being percolated and selected the ones where a research and intervention could be done. At the same time the exercises form an involvement sequence (criteria 1), analytical (2, 3, 4), integrating (5, 6), analytical (7 and 8) and integrating (9, 10 and 11) in such a way that those options for all the actors could be possible. Those which are more analytical, more theoretical, more unstructured, more creative, more empiric, etc. The assigned weight to activities 2 and 9 would depend on the subject and the object. It is not a matter to go through all the activities as a burden, but with the least possible tension: there will be activities within which we might not feel at ease, and in occasions uncertainty will be a dominating factor. The intention is that, through the cone transit, we would be able to become conscious of the multiple and different entrances which are possible to get in, in order to figure out which is our research style and to know which are our strengths and weaknesses.

Being applied to very different cases, always with territorial actors, the actual realization of collective exercises by putting into practice these theoretical-methodological tools, opens the doors to contributions oriented both to improve the objectives and impact of Territorial Intelligence and the territorial development, as well as systematize experiences withholding creativity and rigurocity.

If the case of Uruguay is of interest of the reader, a Spanish version is available-in Spanish in CAENTI – containing the eleven-criteria development and the eleven tools, as well as a recent 20 case application at the Buenos Aires University.

IV. Conclusion, Territorial Intelligence, a formula?

Knowing and understanding the territory more and better, its actors, its places and its processes, listening and participating together with the territorial actors, we will be in better conditions to develop it. To our own criteria this is what territorial intelligence is about. Running the risk of being reductionist or too simple, is it possible to express territorial intelligence in one formula?

$$TI = TU + TAP + TD$$

Territorial intelligence = territorial understanding +
territorial actors participation + territorial development.

Being a new concept in Latin America, the concept of **territorial intelligence** is defined *a priori* as the necessary understanding and the savoir-faire to articulate experience and knowledge in problem solving with the co-participation of scientific or academic professionals and territorial actors who are authorities from the government, business enterprises and citizenship. A bit more known, is the concept of **territorial development**, this research has to do with actions initiation to cause conscience trans-formations, in actions and/or objects related to real problems within specific territories; places at micro-and macro-scale. In this research, territorial Intelligence means knowledge, conscience and territorial understanding, of its problems and its processes, its places and actors. While the Territorial development means knowledge, conscience and research, the territorial intelligence means the involvement and application of the principle of endogenous relations and institutional development in a specific place with enough actors' synergy in the process from part of the protagonists. Besides the huge uncertainty and the coldness with which decisions are made in our planet, with understanding, participation and development, territories will be possible for everybody.

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