



UTC MANNHEIM – URBAN CITIZENSHIP IN A NOMADIC WORLD

17.–19. February 2016



STADTMANNHEIM²



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PREFACE

Dear Ladies and Gentleman,

In an age of global migration, municipalities are especially affected by the related challenges. Therefore, the Mannheim Urban Thinkers Campus, one of 26 campuses worldwide in preparation of the UN Habitat III Conference in 2016, focused on the topic of “Urban Citizenship in a Nomadic World”. Here, however, it was important not only to discuss the fact that there are currently 60 million people worldwide seeking refuge. Rather, it is a present global phenomenon that people are less and less spending their whole lives in only one place.

In three days, about 480 participants discussed their requirements on future cities in four so-called “Constituent Groups” along certain stakeholder groups. In addition, a wide range of specified issues was discussed in four “Urban Thinkers Sessions”. A special supplement represented the participation of seven of the thirteen twin cities and friendship cities of Mannheim.

The Urban Thinkers Campus in Mannheim met the expectations as an open platform for discussion on urban issues. Its goal was to summarize the results of the conference in a document. The so-called “Mannheim Manifesto” focuses on the diversity of people in the cities as a reality and an opportunity.

This documentation promises interesting insights into the Urban Thinkers Campus Mannheim and its results. The Urban Thinkers Campus was also an inspiration for a crucial discussion.

Dr. Peter Kurz
Mayor of the City of Mannheim

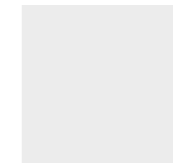


UN-Habitat and the World Urban Campaign would like to congratulate the people of Mannheim for their engagement in defining “The City We Need” through their own perspective. This is a formidable effort that requires openness and courage to envisage the Mannheim of tomorrow.

Mannheim is acting as a laboratory in which all stakeholders are brought to the table to debate on key issues, including those of migration and citizenship, in a mature context of democracy where debate and a thorough dialogue is possible. This is exceptionally enriching and fruitful in the context of preparation for the Habitat III Conference, where the world will soon converge to redefine a global urban agenda for the 21st century.

Urbanization is a driver of development and a vital issue for a sustainable future.

Christine Auclair
UN Habitat Project Leader World Urban Campaign



UN HABITAT

UN HABITAT AT A GLANCE

Cities are facing unprecedented demographic, environmental, economic, social and spatial challenges. There has been a phenomenal shift towards urbanization, with 6 out of every 10 people in the world expected to reside in urban areas by 2030. In many places around the world, the effects can already be felt: lack of proper housing and growth of slums, inadequate and out-dated infrastructure, escalating poverty and unemployment, safety and crime problems, pollution and health issues, as well as poorly managed natural or man-made disasters and other catastrophes due to the effects of climate change. Mindsets, policies, and approaches towards urbanization need to change in order for the growth of cities and urban areas to be turned into opportunities that will leave nobody behind.

Mandated by the UN General Assembly in 1978 to address the issues of urban growth, UN-Habitat is the United Nations program working towards a better urban future. Its mission is to promote socially and environmentally sustainable human settlements development and the achievement of adequate shelter for all. (Copied and abbreviated from: <http://unhabitat.org/about-us/un-habitat-at-a-glance/>)

HABITAT III CONFERENCE

Habitat III is the third United Nations Conference on Housing and Sustainable Urban Development and will take place in Quito, Ecuador, in October 2016. Regarding the various challenges of urbanization and also the opportunities offered for the implementation of the UN's sustainable development goals, the conference seeks to formulate a "New Urban Agenda" creating policy strategies that deal with urbanization, sustainability and equity.

Although the final decision will be solely by UN Member States, non-UN actors must also have an impact. For that reason the "World Urban Campaign" (WUC) was launched as an advocacy platform giving non-UN actors a voice in discussing on future urbanization challenges and chances. In September 2013 the WUC partners agreed on a working document called "The City We Need", sharing principles and goals for their common vision of the city for the 21st century. To create an open space for critical exchange between urban actors on these principles and at the same time generating ideas for the "New Urban Agenda" the World Urban Campaign initiated Urban Thinkers Campuses (UTC) all over the globe. During the first UTC the WUC also initiated the General Assembly of Partners (GAP) as a special initiative serving as an interim broad-based platform for non-governmental partners in order to develop a consensus for a joined outcome document.

THE CITY WE NEED

01 The city we need is socially inclusive.

It provides spaces for all segments and age groups of the population to partake in social and cultural expressions. It eliminates all physical and spatial forms of segregation and exclusion.

02 The city we need is well planned, walkable, and transit-friendly.

Schools are within walking or biking distance from homes. Offices are located no farther 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.

03 The city we need is a regenerative city.

It is designed to be resilient by being energy efficient, low-carbon, and increasingly reliant on renewable energy sources. It replenishes the resources it consumes and recycles and reuses waste. It uses water, land, and energy in a coordinated manner and in harmony with its surrounding hinterland in support of urban and peri-urban agriculture.

04 The city we need is economically vibrant and inclusive.

It encourages and fosters local economic development from the smallest entrepreneur to the largest corporations. It provides a one-stop-shop for streamlined licensing and other administrative services. It recognizes and protects the specific needs of the informal sector of the economy in its economic development policies and strategies.

05 The city we need has a singular identity and sense of place.

It recognizes culture as key to human dignity and to sustainability. It involves cultural actors to unlock the creative potential of all citizens. It strengthens the bonds between city and its surrounding hinterland.

06 The city we need is a safe city.

The city is welcoming night and day, inviting all people to use the streets, parks, and transit without fear. Public officials – the police, the fire department, and health, welfare, transit, and environmental services – and neighborhood residents and community groups communicate frequently and speak with one voice.

07 The city we need is a healthy city.

The city's parks and gardens are havens of peace and tranquility and harbor local flora and fauna and biodiversity. All public and private entities providing public services (water, waste, energy, transport) work together with the city's residents and have public and environmental health as a common performance indicator.

08 The city we need is affordable and equitable.

Land, infrastructure, housing, and basic services are planned with low income groups in mind. Public services are planned together with the communities they serve and consciously include the needs of women, youth, and vulnerable populations.

09 The city we need is managed at the metropolitan level.

It coordinates sectoral policies and actions (economy, mobility, biodiversity, energy, water, and waste) within a comprehensive and coherent local framework. Communities and neighborhoods are active participants in metropolitan decision making.

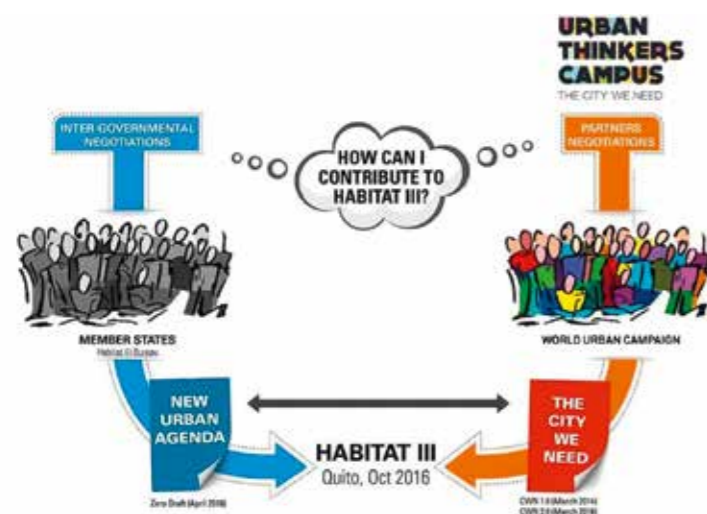
World Urban Campaign 2013



URBAN THINKERS CAMPUS

The Urban Thinkers Campus (UTC) model is a unique initiative by the World Urban Campaign to solicit input to the document “The City We Need 2.0”, which will be the outcome of discussions involving non-UN actors on the “New Urban Agenda” and feed into its formulation. It was conceived as a discussion platform for exchange between various urban actors all over the globe, who believe that urbanization is an opportunity and can lead to positive urban transformations.

Between 29 June 2015 and 20 February 2016, 26 Urban Thinkers Campuses took place across Africa, Asia, Europe, the Middle East and the Americas, involving more than 7,600 participants from 122 countries, representing more than 2,200 different organizations. Beforehand, 14 constituent groups were identified as needed to be incorporated in the different Campuses: 1) Local and sub-national authorities, 2) Research and Academia, 3) Civil Society Organizations, 4) Grassroots organizations, 5) Women, 6) Parliamentarians, 7) Children and Youth, 8) Business and Industries, 9) Foundations and Philanthropies, 10) Professionals, 11) Trade Unions and Workers, 12) Farmers, 13) Indigenous people, and 14) Media. Besides, many diverse urban themes were covered, such as public space, smart cities, legal frameworks, mobility, housing, sanitation, migration, public art, gender etc. (<http://www.worldurbancampaign.org/urban-thinkers-campus>)



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:	Wamama Tunauwezo (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)



**UTC MANNHEIM –
URBAN CITIZENSHIP
IN A NOMADIC WORLD**

SETTING AND STRUCTURE

APPLICATION PROCESS

The first UTC, which served as a model for the following 26 UTC all over the world, took place in Caserta (Italy) in October 2014. Two participants from Mannheim, Culture Manager and official UN Habitat Youth Goodwill Envoy Wolfgang Riegelsberger and the film director Phillip Kohl („Transnationalmannschaft“), took part at this UTC and initiated one of the thematic workshops. In this context, they were asked whether an application of Mannheim as the venue of a following UTC could be possible.

Back in Mannheim, they raised this issue with the city administration and campaigned strongly for the participation in the application process. As a result, the City of Mannheims strategic management unit in cooperation with the Studieninstitut Rhein-Neckar gGmbH (STIRN) developed a concept and contacted UN-Habitat as well as the German Ministry for Economic Cooperation and Development to discuss the possible framework and objectives for hosting such an event. Subject to the approval of the town council, in February 2015 Mannheim applied to act as the host to an Urban Thinkers Campus to take an active part in the process towards Habitat III.

TOWN COUNCIL DECISION

After the successful application, Mannheim was chosen as one of four European cities of 26 cities worldwide hosting an UTC. The city was identified by UN Habitat as an urban space sending important social, ecological and economical impulses to contribute to the global agenda. This created the opportunity to incorporate Mannheim’s overall strategy, in particular its social and economic sustainability dimension, as a key content in a global agenda for achieving future civilizational challenges.

In September 2015 the town council of Mannheim approved the organization of the event and decided to support the Urban Thinkers Campus in Mannheim.

STEERING COMMITTEE

The lead Organization for the Urban Thinkers Campus in Mannheim was STIRN, additionally a Steering Committee as a working body was established. In several meetings the Steering Committee Mannheim prearranged the UTC in Mannheim. Participants of the Steering Committee were:

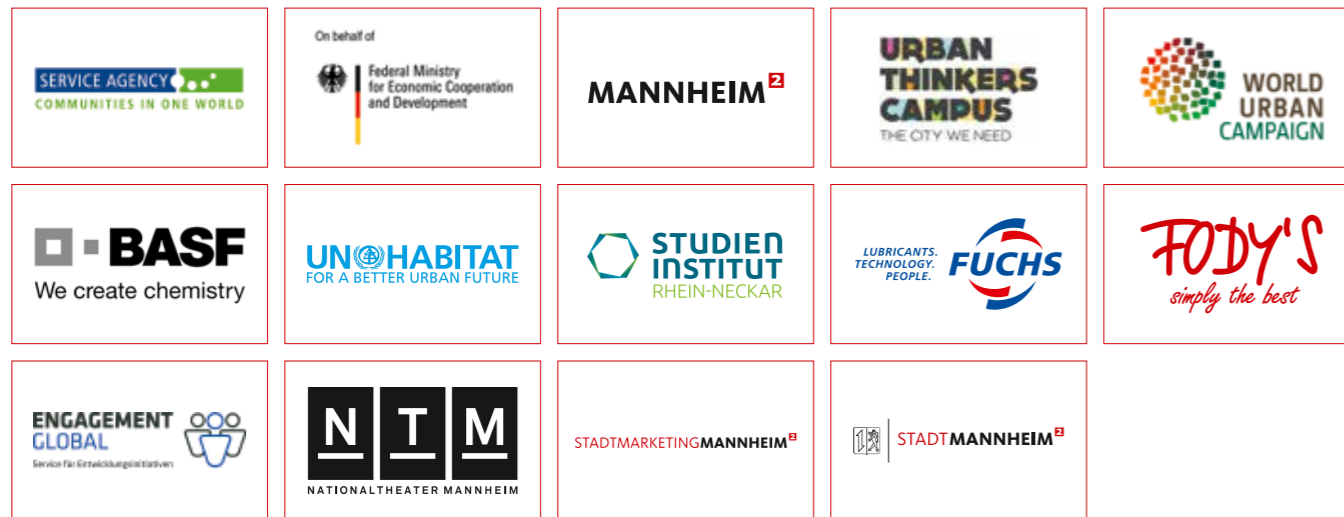
- Ulrike Rudek**
STIRN
- Monosay Bounleuth**
STIRN
- Christian Hübel**
City of Mannheim
- Ralf Walther**
City of Mannheim
- Matthias Krebs**
City of Mannheim
- David Linse**
City of Mannheim
- Inge Kronbach**
City of Mannheim
- Rainer Kern**
City of Mannheim
- Dr. Gerhard Mersmann**
City of Mannheim
- Rainer Gluth**
City of Mannheim
- Dr. Stefan Wolf**
Stadtmarketing Mannheim
- Wolfgang Riegelsberger**
UN Habitat Youth Envoy



WWW.UTC-MANNHEIM.DE

PARTNERS

Without the help of partners and sponsors, a major event such as the Urban Thinkers Campus Mannheim could have barely been realized. For their support we thank very much:

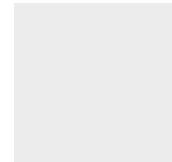


URBAN CITIZENSHIP IN A NOMADIC WORLD

In the new interdependent world the new norm is nomadic: mobility is the key, not only among people, but also for capital, for jobs, for commodities, for information, for ideas – never more than today. The vast flows of refugees will remain a permanent feature over the next decades and already seriously affects over 30 countries globally in both the northern and southern hemispheres. More than 60 million refugees and according to some estimates up to a billion other people are in motion. This creates challenges for arrival as well as departure cities. There are also frenzied financial movements, and companies and factories move in search of cheap labour and new markets. In this digital age, these forces contribute to the ‘anytime, anyplace, anywhere’ phenomenon changing how we interact with space, place and time.

Mannheim’s inhabitants have their origins in 175 different nations and almost everything that is happening in the world has an impact on Mannheim. For such a multicultural and heterogeneous society it is important to know exactly what are the common values for its inhabitants – how can they participate and live together, whether they are here for a month, for a year or for the rest of their life.

In deliberating these urgent issues at our UTC in Mannheim on “Urban Citizenship in a Nomadic World”, the participants focused on constructive responses to the dilemmas of diversity, inclusion, integration and intercultural understanding as well as those of economic and financial disruption. Mannheim with its long experience of integration and diversity sees itself as a city in which people are welcome and can seek refuge, with something special to offer to the wider world.



ORDER OF EVENTS

At the UTC in Mannheim, a holistic approach was followed, which enabled valid results to be yielded within a short time. The order of events was carried out in a fixed pattern, the safeguard earnings were made transparent for the participants.

The first day of the UTC was conceptualized to give high impetus for the work phases in the following days. Various addresses and in particular the key-note speech of the highly renowned urban researcher Benjamin Barber sent impulses for further thoughts. The subsequent play had been selected to thematically fit the Campus theme „Urban Citizenship in a Nomadic World“ and addressed the participants in a culturally impressive and emphatic manner.

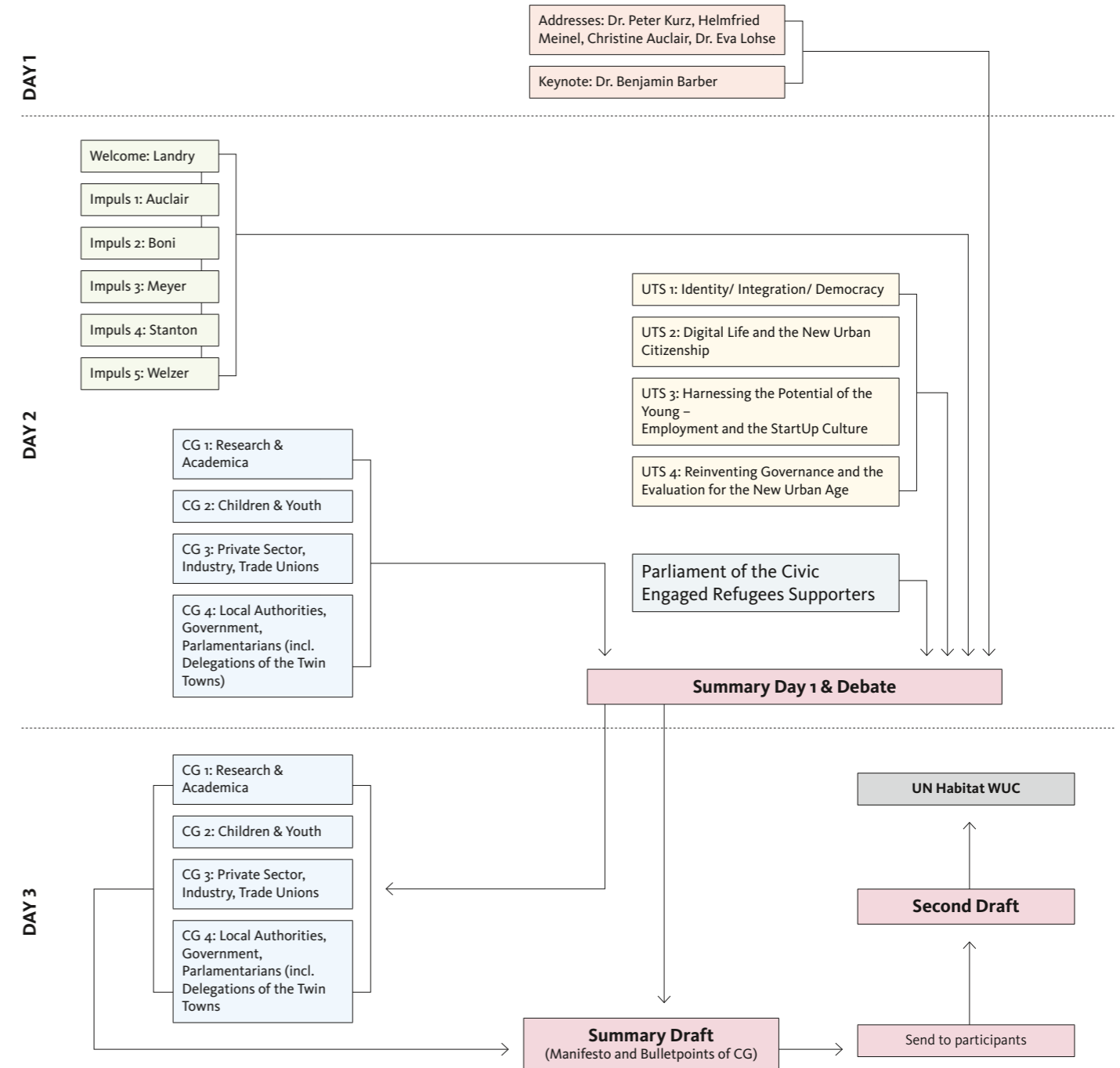
The actual work for the participants began on the second day of the Campus. Following the introduction by Charles Landry, short 15-minute impulses provided by various experts illuminated the issues of urbanization, migration and coexistence in cities from different perspectives. Afterwards, the participants met in so-called Constituent Groups to discuss with their peers. In this first session, the nine principles of “The City We Need” of the World Urban Campaign 2013 was discussed, debated, and wherever possible already expanded. While the Constituent Groups focussed on the cooperation within each individual peer group, the Urban Thinker Sessions lined up various sustainable issues and the topics for discussion were selected by the participants corresponding to their specific interests. Coinciding with the Urban Thinker Sessions, a so-called Parliament of the Civic Engaged Refugees took place, incorporating both volunteers and paid staff in refugee aid, as well as refugees themselves. For the organizers of the Campus it was very important to hear the stakeholders’ voices and to involve them in the Campus decision-making process. A joint summary of the content, discussions and ideas of the first day, which included the main points of the working groups, concluded the working phase of the second day of the Campus and was followed by an evening networking event.

On the third day of the Campus, the Constituent Groups reassembled and integrated the impulses from the thematic Urban Thinker Sessions and the summary of the second day into the final formulation of their demands regarding the city of the future, the city they need. The results were presented and discussed in the plenary session and culminated in the Mannheim Manifesto, which combined the key messages of the work phases and captured the spirit of the Mannheim Campus.

After this draft of the Manifesto was formulated in the plenary session, it was electronically sent to all participants to gather their feedback, which was then incorporated before sending the results of the Campus to the World Urban Campaign to be aligned into the further Habitat III process.



SAFEGUARD EARNINGS



CONSTITUENT GROUPS

The Constituent Group sessions provide a space for “urban thinkers” to discuss with their peers on the themes of the Urban Thinkers Campus, especially when it comes to all being on the same page in terms of policy and advocacy.

At the UTC Mannheim there were the following constituent groups out of the 14 groups identified by the WUC:

- Research and Academia
- Children and Youth
- Private Sector, Industry and Trade Unions
- Local Authorities, Government, Parliamentarians (incl. delegations of the Twin Towns)

The participants chose at the registration for the Campus with which group they share the most similarities and therefore which group would they join. The Constituent Groups meet Thursday and Friday for the debates on “The City We Need” as well as on the current documents and to decide on the key messages of respective topics for future coexistence in cities of that constituency. For each group there were one to two allocated linkmen to moderate the discussion and to gather the results.



RESEARCH AND ACADEMIA

Katja Bär is Director of Communications and Fundraising of the University of Mannheim and official spokesperson of the University's President.



PRIVATE SECTOR, INDUSTRY AND TRADE UNIONS

Frank Zumbruch is director of the C-HUB Centre for Creative Industries Mannheim, CEO of Kreativregion e.V. and Vice President of the Design Center Rhine-Neckar.



CHILDREN AND YOUTH

Barbara Limbeck is managing the gig7 Gründerinnenzentrum Mannheim to support female founders. On the Friday session, she was supported by **Christiane Bauer**, manager of the SAP-program Young Thinkers.



LOCAL AUTHORITIES, GOVERNMENT, PARLIAMENTARIANS

David Linse is head of the department of international affairs, integration and protocol of the City of Mannheim.

URBAN THINKER SESSIONS

Urban Thinkers Sessions comprise expert lectures of 15-30 minutes each on a specific topic and a following discussion. They allow a high level of exchange, sharing and brainstorming. The urban thinkers decide by themselves which topic is the most interesting for them and register for it beforehand.

The Urban Thinkers Campus Mannheim offered the following Urban Thinker Sessions:

Identity / Integration / Democracy

Prof. Dr. Andrea Römmele (Hertie School of Governance)

Dirk Gebhardt (Marie Curie researcher at GRITIM-University Pompeu Fabra in Barcelona)

Rainer Kern (City of Mannheim)

Digital Life and the New Urban Citizenship

Tom Higham (Executive Director of FutureEverything)

Oliver Rack (Open Data Rhine-Neckar)

Harnessing the Potential of the Young – Employment and the Start-up Culture

Wolfgang Riegelsberger (UN Habitat Youth Goodwill Envoy)

Dr. Andreas Blüthner (UN Habitat)

Reinventing Governance & Evaluation for the New Urban Age (incl. Delegations of Twin Towns)

Alexander Heichlinger (European Institute of Public Administration)

Christian Hübel (City of Mannheim)

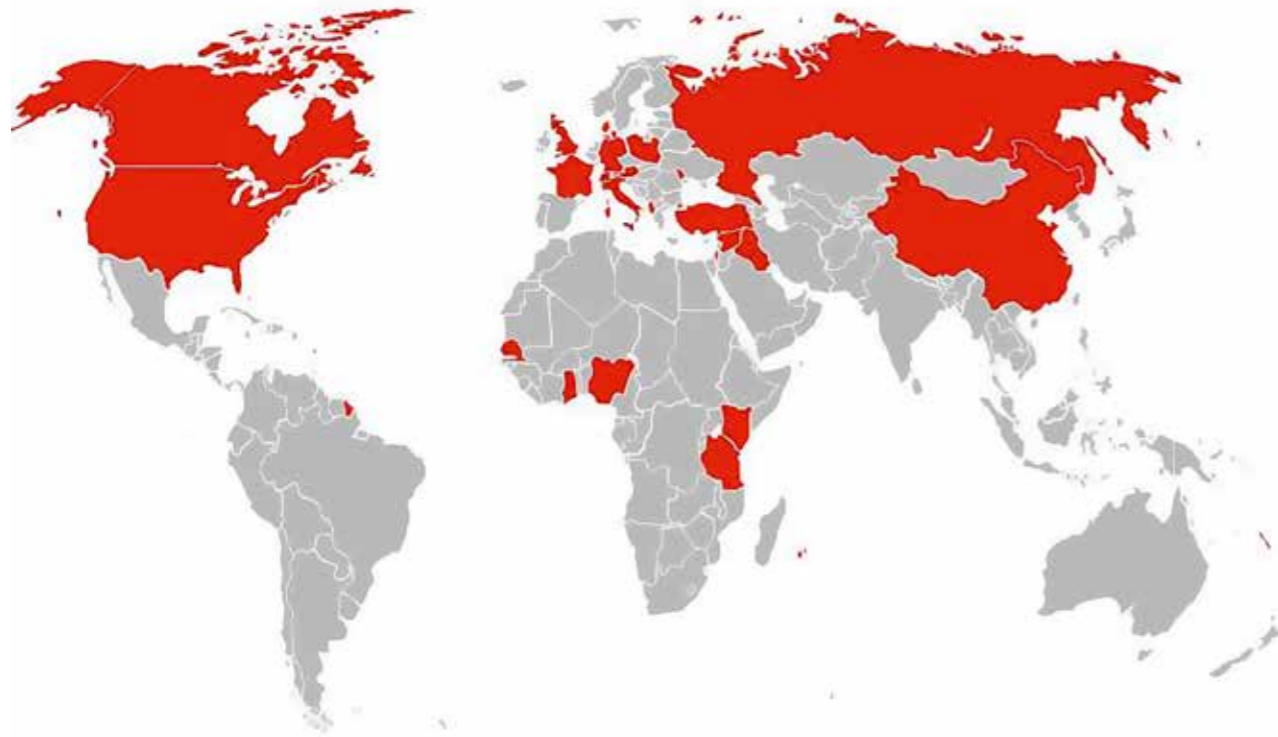
PARLIAMENT OF THE CIVIC ENGAGED REFUGEE SUPPORTERS

Additionally and as a unique feature of the Campus in Mannheim, there was a parliament of the civic engaged refugee supporters. Together with present refugees living in Mannheim, they discussed the topic of the Campus “Urban Citizenship in a Nomadic World” and its implications for their target group.

The parliament of the civic engaged refugee supporters was moderated by **Daphne Hadjiandreou-Boll**, coordinator of the City of Mannheim's refugee relief, and Anna Barbara Dell from the local save-me initiative on supporting refugees.

PARTICIPANTS

The UTC in Mannheim was attended by approximately 480 participants, so called “urban thinkers” from 23 countries, representing more than 150 organizations.



COUNTRIES

Albania, Austria, Canada, China, Denmark, France, Germany, Ghana, Iraq, Israel, Italy, Kenya, Moldova, Nigeria, Poland, Russia, Senegal, Switzerland, Syria, Tanzania, Turkey, United Kingdom, United States of America

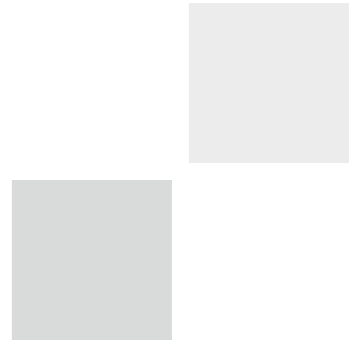
ORGANIZATIONS

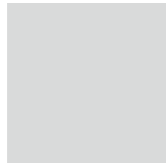
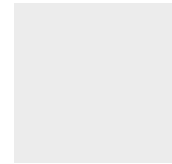
Administrational:

Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung of the Federal Republic of Germany, City of Berlin, City of Bruchsal, City of Bydgoszcz, City of Chisinau, City of Gdansk, City of Heidelberg, City of Ludwigsburg, City of Ludwigshafen, City of Mannheim, City of Windsor, City of Wolfsburg, City of Zhenjiang, Deutsche Gesellschaft für Internationale Zusammenarbeit – GIZ, Eurocities, European Institute of Public Administration, GBG-Mannheimer Wohnungsbaugesellschaft mbH, Honorary Consul of Ecuador, Landratsamt Rhein-Neckar-Kreis, Metropolregion Rhein-Neckar GmbH, Ministerium für Umwelt, Klima und Energiewirtschaft Baden-Württemberg, Ministerium für Wirtschaft, Energie, Industrie, Mittelstand und Handwerk des Landes NRW, Municipality of Diass, MWS Projektentwicklungsgesellschaft mbH, San Diego Housing Commission, State Ministry Baden-Württemberg – Landesstelle für Entwicklungszusammenarbeit Baden-Württemberg, Stadtmarketing Mannheim GmbH, Wahlkreisbüro Stefan Rebmann MdB

Societal:

Actors of Urban Change (MitOst e.V.), Amnesty International e.V. Karlsruhe, Baha'i Gemeinde Mannheim, Bahnhofshelfer Mannheim, Begegnungsstätte Westliche Unterstadt e.V., Caritasverband Mannheim e.V., Collini Social Club, Der Zeitgeist ShareITY e.V., Deutscher Gewerkschaftsbund, Deutsches Rotes Kreuz e.V., Deutsches Zentrum für Luft- und Raumfahrt e.V., Diakonisches Werk, Eine-Welt-Forum Mannheim e.V., Engagement Global gGmbH, Evangelische Kirche der Pfalz - Kirchenbezirk Ludwigshafen, Flüchtlingshilfe Leimen, Förderband e.V., Freireligiöse Gemeinde Mannheim, Freundeskreis Asyl Karlsruhe e.V., Gemeinnütziger Verein Mannheim-Rheinau e.V., Human Orientation Movement for Environment, Interessengemeinschaft Partnerschaft Edingen-Neckarhausen – Plouguerneau e.V., Jusos Mannheim, Katholische Gesamtkirchengemeinde Mannheim, KulturQuer QuerKultur Rhein-Neckar e.V., Lokale Agenda /Asylnetzwerk Hockenheim, Mannheimer Institut für Integration und interreligiösen Dialog e.V., Mannheimer Quartiermanagement e.V., Mannheim sagt Ja! e.V., MFC 1908 Lindenhof e.V., Migration Work CIC, Roma Büro Freiburg e.V., save-me Mannheim, Soziokulturelles Zentrum Kulturhaus Käfertal, Sportkreis Mannheim e.V., The Happy Project e.V., UN-Habitat, Willkommen in Wertheim e. V.



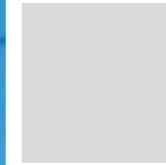


Academical:

Bildungsakademie der Handwerkskammer Mannheim Rhein-Neckar-Odenwald, City University of New York, Deutsches Institut für Entwicklungspolitik, Duale Hochschule Baden-Württemberg, Europäische Akademie Berlin, ETH Zürich, Frankfurt University of Applied Sciences, Friedrich-Alexander-University Erlangen, Fraunhofer Projektgruppe für Automatisierung in der Medizin und Biotechnologie, Führungsakademie des Landes Baden-Württemberg, German University of Administrative Sciences Speyer, Goethe-Institut Mannheim, Hochschule der Bundesagentur für Arbeit Mannheim, Hochschule Ludwigshafen, Hochschule Trier, Humboldt-University Berlin, IINAS GmbH – Institut für Nachhaltigkeitsanalysen und –strategien, IOX – Institut für Innovationskultur und Digitalen Wandel, Institut d'Urbanisme de Grenoble, Institute of Rural Development Planning – Dodoma Tanzania, Mannheim Business School, Mannheimer Abendakademie und Volkshochschule GmbH, Max-Hachenburg-School, Max Planck Institute for the Study of Religious and Ethnic Diversity, Medien Institut Ludwigshafen e.V., Pädagogische Hochschule Heidelberg, Passivhaus Institut, Popakademie Baden-Württemberg, Ruhr-University Bochum, University of Dundee, University of Heidelberg, University of Mannheim, University of Stuttgart, TU-Darmstadt, TU Kaiserslautern, Zentrum für Europäische Wirtschaftsforschung GmbH Mannheim

Economic:

adelphi consult, Agentur Segerer, Aktienfreunde GmbH, BASF SE, Bleisteiner, C-HUB, CODEXCOM, Concivis UG, Cosa Logo, cosmopop GmbH, CSC, Die Strategiemannufaktur, Doppelmayr Cable Car GmbH & Enjoy Jazz GmbH, European Homecare GmbH, Fuchs Petrolub AG, FutureEverything, gig7 Gründerinnenzentrum, Grebe Consciousness Training, Interkulturelles Bildungszentrum Mannheim gGmbH, JACQ. GmbH, Kerstin Türkis Consulting, Kupfer GmbH, Lernstudio Barbarossa, LXSy Leroux Sichrovsky Architects, mg: gmbh / Musikpark Mannheim, millenium Werbeagentur GmbH, mobilization group, MVV Energie AG, Naumer Architekten BDA, offen-bar, PEOE Mannheim, Redaktion für Bildungsmedien, SAP SE, Schwerpunktpraxis für Neuropädiatrie Prof. Dr. König, S/E/ Gesellschaft für Strategie und Ergebnisse, S/E/ Strategie und Ergebnisse, Steckenpferd Mannheim, Studio für urbane Szenarien, Susanne Kreuz: UX, TIMA International GmbH, Urban Hotbed, Yalla Yalla! - studio for change, za:media GmbH



Networks & Foundations:

Asabe Shehu Yar'adua Foundation, Climate Change Network Nigeria, Freudenberg Stiftung, Futurzwei – Stiftung Zukunftsfähigkeit, International Federation for Housing and Planning, Network for Promotion of agriculture and environmental studies, Robert Bosch Stiftung GmbH, Royal Town Planning institute

Cultural:

Internationale Bauausstellung Heidelberg, Nationaltheater Mannheim, Stadtmuseum Ludwigshafen am Rhein, Togliatti Philharmonic





AGENDA

DAY 1
17 FEBRUARY 2016
 National Theatre Mannheim

6:30 pm – 7:30 pm
OPENING CEREMONY WITH ADDRESSES

- Dr. Peter Kurz**
Mayor of Mannheim
- Helmfried Meinel**
Baden-Württemberg Ministry for the Environment
- Christine Auclair**
UN Habitat Leader World Urban Campaign
- Dr. Eva Lohse**
President of the German Association of Towns and Cities and Mayor of Ludwigshafen am Rhein

KEY NOTE
Dr. Benjamin Barber
 Political Scientist – Global Parliament of Mayors

7:30 pm – 9:40 pm
THEATRE PERFORMANCE:
MANNHEIM ARRIVAL

9:40 pm – 10:30 pm
COME TOGETHER:
NETWORKING

DAY 2
18 FEBRUARY 2016
 City Hall Mannheim

9:00 am – 9:15 am
WELCOME ADDRESS AND INTRODUCTION

Charles Landry
 international urbanism expert and inventor of the “Creative Cities” concept

9:15 am – 10:45 am
IMPULSES

Christine Auclair
 UN Habitat Leader World Urban Campaign

Anna Lisa Boni
 Secretary General of EUROCITIES

Astrid Meyer
 Ministry for Economic Cooperation and Development

Richard Stanton
 Director of MigrationWork CIC, London

Harald Welzer
 Executive Director of the organization “Futurzwei”

10:45 am – 12:30 pm
CONSTITUENT GROUPS SESSION 1

1:30 pm – 1:45 pm
INTERJECTION AND KEY QUESTIONS ON THE URBAN THINKER SESSIONS

Charles Landry

1:45 pm – 3:30 pm
URBAN THINKER SESSIONS & PARLIAMENT OF THE CIVIC ENGAGED REFUGEES SUPPORTERS

4:00 pm – 6:00 pm
THE CITY WE NEED – DISCUSSION
 (Summary of Day 1)

Charles Landry

6:00 pm – 9:00 pm
EVENING EVENT

DAY 3
18 FEBRUARY 2016
 City Hall Mannheim

9:00 am – 9:20 am
REVIEW

Charles Landry

9:20 am – 12:00 pm
CONSTITUENT GROUPS SESSION 2

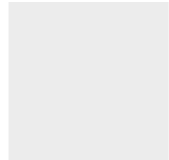
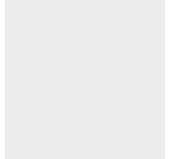
1:00 pm – 3:00 pm
DRAFTING SESSION – THE CITY WE NEED

Charles Landry

3:00 pm – 4:00 pm
CLOSING OF THE EVENT

Christine Auclair
 UN Habitat Leader World Urban Campaign

Dr. Peter Kurz
 Mayor of Mannheim



DAY 1
**17 FEBRUARY
2016**



**NATIONAL THEATRE
MANNHEIM**

ADDRESSES

DR. PETER KURZ Mayor of Mannheim

In his opening remarks Dr. Peter Kurz, Mayor of Mannheim, acknowledged that in Mannheim for the first time the topic of immigration was the main focus of a Urban Thinkers Campus. In cities, and in the municipal administration alike, he sees a lot of potential for solving the issues caused by the current refugee influx. "To invite local refugees to the Urban Thinkers Campus was not only the logical thing to do, but it was also important to let them take part in it," Dr. Kurz said in his remarks. The subsequent performance "Mannheim Arrival" brings the stories of their lives, their journey, and subsequent arrival in Germany onto the stage during the opening ceremony of the UTC.

"What is identity? What is home? And how do we shape our homeland?", Peter Kurz was also hoping to find answers to these questions during the UTC in Mannheim and he wished the attendees to experience a conference full of inspiring results.



HELMFRIED MEINEL Director General, Baden-Württemberg Ministry for the Environment

Helmfried Meinel (Director General, Baden-Württemberg Ministry for the Environment) pointed out that Mannheim is one of only four cities in Europe chosen to organize a UTC.

He considered this a great opportunity for Baden-Württemberg to take part in the UN Habitat World Urban Campaign. "With this kind of event, we can leverage the opportunities that come with the immigration movement – I would like to thank the organizers for their engagement," he said in his address.



CHRISTINE AUCLAIR UN Habitat Project Leader World Urban Campaign

In her opening speech, Christine Auclair, the UN-Habitat Project Leader of the World Urban Campaign, expressed her gratitude to the Mayor of Mannheim for his support and to all participants for their interest in the Urban Thinkers Campus.

"The UTC has succeeded in gathering a diverse group of attendees. I think that the Mannheim Campus is going to be an important urban laboratory in the next days to exchange on key issues such as migration, urban citizenship and transformation." At the end of her speech, she launched the new visual outreach tool of the World Urban Campaign: the WUC TV. It will showcase a collection of urban short films to illustrate "The City We Need". It will outline past urbanization challenges and new urban solutions, articulated along key drivers of change.

DR. EVA LOHSE President of the German Association of Towns and Cities Mayor of Ludwigshafen am Rhein

Dr. Eva Lohse, President of the German Association of Towns and Cities as well as Mayor of Ludwigshafen pointed out that she is proud that this Urban Thinker Campus – the only one in Germany – was taking place in Mannheim and the Rhine-Neckar Area. "Mannheim is a tolerant and cosmopolitan city that is willing to adopt expertise, but also sends impulses," she said.

Dr. Eva Lohse also claimed that cities should be even more involved in the future participation process of the World Urban Campaign.



KEY NOTE

BENJAMIN BARBER

In our three days of reflection at the Urban Thinkers Campus in Mannheim, in preparation for UN HABITAT III next fall, participants deliberated about a series of important urban themes under the rubric “The City We Need.” My own contributions were focused on the so-called “devolution revolution” and the empowerment of cities in an era when nation-states are in “sovereign default”.

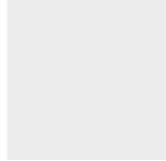
We have reached the end of the era of nation-states and their dominion. For more than four centuries, the traditional state’s national borders and insular sovereignty defined political jurisdiction and democracy. But these old markers of national independence can no longer accommodate the borderless interdependence of the 21st century world. As states decline, their sovereignty ever more in default, cities are rising. Their pragmatic capacity to solve problems and their inclination to transactional cooperation across borders makes them more successful politically than any other extant political body, whether the United Nations, the European Community or other state-based entities.

Both devolution and global urban empowerment are fact rather than theory, although the pace of change needs to be accelerated. The leadership of mayors in addressing the real problems of citizens from climate change, education and inequality to transportation, pandemic disease and security has inspired trust by citizens in local government more than double that of their trust in national politicians. Building on this foundation of intercity cooperation aiming at addressing the increasing dysfunction of independent nation-states in dealing with interdependent, cross-border crises, I proposed in 2014 in my book “If Mayors Ruled the World” that the time had come for a governance revolution: the founding of a new global legislative body comprising the world’s cities that called “The Global Parliament of Mayors”.



In developing these thoughts about my project, I do have one general comment about the Urban Thinkers Campus approach: I found myself in a state of considerable tension with the theme “The City We Need,” because it appeared to me that the “We” was referring to some “higher” body than the city and its citizens, which suggested our task was show how we could give “them” what they need from cities – a perspective I do not embrace.

For me a better starting place is “The City That Is” and a discussion on how the city is meeting many challenges that nation-states are failing to meet. This perspective suggests that sovereignty comes from the people and moves up through cities into nation-states, which are technically subsidiary to, rather than superior over, cities and citizens.



These tensions became very concrete in the setting of the question “Urban Citizenship in a Nomadic World”. For the nomadic world of interdependence is a post-sovereign nation-state world; a world with citizens without borders as well as challenges without borders. And in this world, transactional interdependent cities, defined by bridges, are far better suited to cooperation than nation-states defined by sovereignty and borders (walls).

The establishment of a Global Parliament of Mayors as a governance keystone will act as an experiment in organizing and deploying the common power of cities; and in affording them common policies and laws through common power of cities, giving them a global megaphone for their common voice and a global platform for common policies. But the policies will not come top-down, but offer an opt-in basis by individual cities.

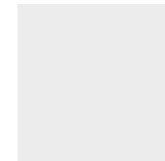
The opt-in approach will emphasize the bottom-up federal nature of municipal governance and the ultimate sovereignty of citizens themselves in authorizing legitimate governmental authority. Participation, collaboration and consensus will be the working methodology of the GPM, not top-down mandates via hierarchical decision-making.



BENJAMIN BARBER
Political Scientist – Global Parliament of Mayors

As an internationally renowned political theorist, Barber urges questions about democracy and citizenship into the focus of debates around politics, globalization, culture and education not only in the United States but around the globe. He regularly consults political leaders and corporate executives in the U.S. (he was an advisor to President Clinton and Governor Howard Dean) as well as abroad.

He is currently working with over one hundred cities and mayors around the world on the Global Parliament of Mayors project. He is a Senior Research Scholar at The Center on Philanthropy and Civil Society of The Graduate Center, The City University of New York, and the President and Founder of the Interdependence Movement, as well as the new project for a Global Parliament of Mayors.



GLOBAL PARLIAMENT OF MAYORS

The Global Parliament of Mayors is an unprecedented new experiment in democratic global governance platform by, for, and of cities. Mayors from cities will convene in September 2016 to identify and pursue in common the public good of citizens around the world.

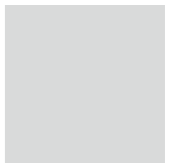
The concept for a Global Parliament of Mayors dates back to the work of Dr. Benjamin Barber distilled in his book “If Mayors Ruled the World: Dysfunctional Nations, Rising Cities”. Following the publication of this book in 2013, mayors from all around the world began to ask if a global governing body of mayors could, in fact, be realized.

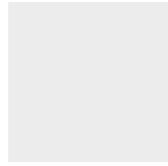
The Global Parliament of Mayors will deploy collective urban political power manifesting the right of cities to govern themselves, as well as the responsibility to enact viable, cross-border solutions to global challenges.

MANNHEIM ARRIVAL

The play "Mannheim Arrival" gives the stories of refugees a stage setting – stories from their lives, their flight, and their arrival in Germany. Journalist and author Peter Michalzik met refugees from Mannheim and the surrounding area for interviews and condensed these stories into a compelling and moving theatre play, giving the audience the opportunity to encounter people who have found a new home in the city.

In "Mannheim Arrival", stories are told of and with refugees. The refugees are on stage, they have the courage to show up and some even share their story with the audience themselves. Others are represented by "godparents" as spokespersons for the individual refugees.







DAY 2/3
**18/19 FEBRUARY
2016**

**CITY HALL
MANNHEIM**

WELCOME ADDRESS AND INTRODUCTION

BY CHARLES LANDRY

“A city is more than a place in space, it is a drama in time” so wrote the polymath Patrick Geddes and never more than today.

Everything in this emerging world is about mobility and movement, virtually and physically. People move, both rich and poor; ideas move, the good and the bad; goods move, the shoddy and the sublime; and the displaced move in ever greater numbers. We live in a nomadic world and people for more reasons than before are criss-crossing the globe in search of better work or life, because they have no option but to flee from violence, or to visit friends and relatives or to be tourists.

Driven by globalization we are witnessing the biggest mass movement of people in history and it is a complex web of in- and out-flows. The majority of migrants cross borders in search of better economic and social opportunities and some journeys are epic. Economic migrants are the fastest growing group and this labour mobility is required to sustain economies with declining fertility and ageing populations. Take Russia where both more than ten million emigrate, mostly to developed economies and equal numbers immigrate from the former poorer Soviet empire. Yet wars, conflict, persecution and natural disasters have forced more people to seek refuge and safety elsewhere. Worldwide displacement is at the highest level ever recorded with refugees and asylum seekers rising to a staggering 59.5 million and 37.5 million a decade ago. Half of these are children.

Imagine and reflect that more than one billion people are on the move, that is 15% of the world population and that is without the tourists and day-to-day travels by the global population. 740 million are internal migrants (2016 and regarded as an underestimate) and 244 million are international migrants worldwide, up from 175 million in 2000 and 154 million in 1990. Migrants account for 11% of the total population in developed regions and 1.6% in developing ones. The Great Migration is here to stay and for decades to come.



Those on the move mostly land in cities where economic opportunities lie and whose inordinate pace of growth is immensely stressful. Cities are growing incessantly, conditioned largely by an exploding population that has swollen from two billion in 1945 to seven billion in 2015. Every week 1.5 million people move to cities; that is roughly 200,000+ a day or 140 every minute.

Those vast numbers moving to places long-term are joined by 1.3 billion tourists many of whom have multiple destinations. This is up to from ten million in 1950. This is a 130,000 (!)-fold increase. And let us not forget the daily travel movements of working people or their business, shopping and leisure trips. Consider the astonishing fact that at any given moment 20 million containers are crossing the seas. Think of the 1.2 billion cars, vans and trucks in motion, perhaps clocking 45 trillion kilometres annually; imagine the three million train locomotives, railcars, and coaches trundling to their destinations clocking up 12.7 billion kilometres in 2013 and this 25% up from 2001; ponder the 48 billion kilometres a year the 20,000 strong commercial airline fleet cover and predicted to double in 15 years. And let's forget cycling and walking – the most common form of movement.

All this movement makes me ask: Who am I and where do I belong, who do I identify with; myself, my friends, my family, my relations, my interests, my work, my network and connections, or is it a people, a bond of blood, a race, a colour or a place or is it places? Is it just pick and choose or mix and match that fits so well the culture of individualism and autonomy? This shifts dramatically the idea of community or my community. There is always a “me” and an “us” or “we”. To affiliate with others is a biological need as we can accomplish things together we can never do on our own. Co-operation has got humans to where they are as self-interest and collective interest become aligned. Yet co-operation is the central dilemma of human existence as the ‘the commons’ is always in danger of crumbling. We find it easier to co-operate within as distinct from between groups. Thus the intercultural city is so difficult to create.

Does belonging merely float across the horizon? Settling here for a moment and then somewhere else? Have physical place and common affinity become detached from each other? Yes and no. It is simply that place functions differently.



CHARLES LANDRY
International urbanism expert and inventor
of the “Creative Cities” concept

Charles Landry, “Master of Ceremony” at the Mannheim UTC, is an international authority on the use of imagination and creativity in urban change. He invented the concept of the Creative City in the late 1980’s. This has become a global movement and has changed the way cities think about their capabilities and resources. Charles Landry helps cities to leverage their creative potential by triggering their inventiveness and thinking.

He facilitates complex urban change and visioning processes and undertakes tailored research, often creating his own projects. These include the “creative city index” in collaboration with Bilbao, the concept of “civic urbanity” and the “creative bureaucracy” jointly with the South Australian government.



Tribal instincts of the “in-group” and “out-group” remain forceful. Strangers seem strange. We need to feel comfortable to relax into the strange, to absorb its differences to let it become part of us. This is why we have built ethics and moralities to hold differences together. Yet this can be tough in periods of history involving mass transformation, like the industrial or technological revolution of the past fifty years. It can produce confusion; a sense of liberation combined with a feeling of being swept along by events. It takes a while for new ethical stances to take root or to establish a new and coherent world view that makes the most of our increasingly nomadic world. How can we find one that applies to us all across cultures and their beliefs?

The desire for and necessity of community has not changed, but how it is expressed and is socially constructed has. It is less bound in the fixed physical spaces of traditional community limited to family and a few outsiders.

Many of our pre-conceptions have been thrown up in the air because of the astonishing technical advances that enable us to move and be mobile. They allow a more nomadic life within which we affiliate and identify ourselves in multiple ways, defined more by and embedded in our networks than classic bonds. Networks define community in a nomadic world with this culture given extra power by the Internet yet cradled within our deep-seated cultures, prejudices and interests. People look for and choose the like-minded or useful, forming networks of connection with relative freedom, or search for new ones as with dating sites. Yet there are two flip sides. It can encourage a more “me-centred” society or the rapidly increasing negative networks. Here racists, paedophiles and other undesirables can find each other more easily.

We have not as yet fully absorbed its cultural implications. A central question then for citizens and cities today is: how do we find our sense of self, belonging and meaning in place, in neighbourhoods, in cities?

IMPULSES

CHRISTINE AUCLAIR

The City We Need is a groundbreaking consensus document of non-State actors outlining a new urban paradigm along a set of principles, drivers of change and urban solutions. It brings people at the heart of sustainable urban development. The City We Need is people-centered, ethical, and just. It is driven by a strong leadership, embodied by local governments and their partners.

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.



CHRISTINE AUCLAIR UN Habitat Leader World Urban Campaign

Christine Auclair is a coordinator of the World Urban Campaign at UN-Habitat. She has twenty-five years of experience in human settlements issues, urban policy analysis, monitoring, advocacy and partnerships at the international level. She joined UN-Habitat in 1994, working in the area of urban indicators and policy analysis in the global Urban Indicators Programme (1994–1997) and at the Global Urban Observatory (1998–2005).

As the Chief of the Private Sector Unit from 2007 to 2011, she has helped profiling the private sector as a key partner of UN-Habitat. She is Architect (DPLG, France) and holds a doctorate in Urbanism and Planning from the French Institute of Urbanism, Paris.

ANNA LISA BONI

Anna Lisa Boni stressed three major points in her speech:

- Cities have a crucial role to play in relaunching the European project. The EU institutions should involve them in developing concrete solutions based on people's needs and in strengthening the dialogue with citizens.
- The Urban Agenda for the EU shall focus on creating a new way of working with cities by giving them the appropriate resources and means. This will ensure that EU policies, legislation and funding serve the public's needs.
- Cities are ambitious players in the quest to solve global challenges. EUROCIITIES members have proven to have the potential to develop and implement efficient solutions to the biggest challenges of our time, such as the refugee crisis or climate change. The way forward for both the UN and the EU is to involve cities in the search for solutions.



ANNA LISA BONI Secretary General of EUROCIITIES

Ana Lisa Boni has been Secretary General of EUROCIITIES since June 2014. Before joining EUROCIITIES, she was Director of the Brussels office of the French region Provence-Alpes-Cote d'Azur.

She has 20 years of professional experience in EU public affairs in the field of local and regional government. She has worked for the city of Bologna in Italy, and with European and international networks and the European Parliament. Ana Lisa has Master degrees from the University of Bologna, in political science, and from the University of Leuven, in European studies. She is of Italian nationality and speaks four European languages.



ASTRID MEYER
Ministry for Economic Cooperation and Development

Ladies and Gentlemen,

On behalf of Deputy Director General Dr. Rödiger-Vorwerk, I am sending a warm welcome to all participants of the Mannheim Urban Thinkers Campus. Dr. Vorwerk asked me to convey her best wishes to the organizers and participants of this important event. She is very sorry that due to an unforeseen commitment she is not able to participate in person. I therefore have the honour and pleasure to present a brief overview on the Habitat III process in her name. The year 2015 was historic in terms of sustainable development. And it was also a milestone in terms of sustainable urban development.

Now, cities and the local level are recognized as key actors in the implementation of sustainable development. Throughout the negotiations of the 2030 Agenda, UN Secretary General Ban Ki Moon said that “The battle for sustainability will be won or lost in cities”. The German Government fully agrees with this statement: there is therefore an urgent need for us to respond to the dynamics of urbanization. We should use the opportunities that future-oriented urban development offers for realizing sustainable development in general.

For Germany, the Habitat III conference presents a key opportunity for carrying the sustainable development goals further towards implementation. The Habitat III outcome document, the New Urban Agenda, can be an effective tool for realizing the ambitious 2030 Agenda. To do that, the New Urban Agenda has to become truly transformative, geared towards implementation and be results-oriented. Germany has established itself as a key supporter of the Habitat III process. As a member of the Bureau of the Habitat III Preparatory Committee we have the chance, but also the responsibility, to actively contribute to shaping the New Urban Agenda.

Germany calls for three key issues to be considered within the New Urban Agenda Framework:

- **First**, we need an agenda that recognizes and enables cities to implement sustainable development.
- **Second**, we need an agenda that puts people at the center and is geared towards the vision of a “livable city for all”.
- **Third**, to realize sustainable urban development we need integrated urban solutions: multi-level partnerships and cross-sectoral planning are crucial in order to curb climate change and increase the resilience of cities.

Within these three messages there is a common theme: the need for strong inclusion of local authorities and civil society stakeholders, because

- Stakeholders are key knowledge brokers for developing individually tailored solutions for urban management problems.
- Their voice needs to be heard and included at all levels of policy formulation and implementation.

With many different actors and groups involved, the New Urban Agenda will have to highlight an important aspect: the role of Partnerships. Already in the negotiations for the 2030 Agenda, Germany has advocated for the revitalization of a Global Partnership for achieving sustainable development. Habitat III has the potential to shape and advance this Partnership. Therefore, we need a New Urban Agenda that fully recognizes mirrors and further develops the Global Partnership set out in the 2030 Agenda.

The Urban Thinkers Campus events have been very successful in mobilizing local stakeholders all over the world. They are an excellent example of the broad engagement opportunities for civil society throughout the Habitat III process. Among the contributions of Urban Thinkers Campus events is the formation of the Habitat III General Assembly of Partners, or GAP. The GAP has been recognized by the UN General Assembly last December as a platform supporting and improving stakeholder engagement in the Habitat III process. Germany appreciates the official recognition of the General Assembly of Partners by the UN General Assembly. We look forward to an active role of the GAP in the preparations throughout the coming months.

In only eight months, Habitat III will be taking place in Quito, Ecuador. Until then, a lot of work remains to be done:

- At the end of April, we are anticipating the release of the Zero Draft of the New Urban Agenda.
- Between April and July, governments will be negotiating the New Urban Agenda on the basis of the Zero Draft in New York.
- In June, Germany will host the German Habitat Forum in Berlin. This forum will gather contributions from German stakeholders and our development cooperation partners towards the Habitat III conference in Quito.
- And in July, the third Preparatory Committee Meeting will be held in Surabaya, Indonesia.

Germany is looking forward to continued exchange and discussion with engaged stakeholders and local authorities throughout this time and beyond. I would like to personally thank the City of Mannheim and all organizers and participants of this Urban Thinkers Campus. I hope the coming days will help to build new networks and partnerships and contribute to a successful New Urban Agenda.”



DR. TANIA RÖDIGER-VORWERK
Deputy Director General at Directorate 31 – Sustainable Development, Natural Resources, Economic Policy and Infrastructure in the Federal Ministry of Economic Cooperation and Development (BMZ).

After studying law and Scandinavian Studies in Freiburg and Munich and her doctorate in European environmental law she worked in the private sector. Since 2002 she has been working at the Federal Ministry for Economic Cooperation and Development, most recently as head of subdivision and planning principles.



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RICHARD STANTON

Integration means “making whole”. As a demand, it has to be addressed not to migrants nor to the host population they join, but to places. Integration is what cities have to do. It means equal access for all the city’s residents to all the spheres of activity which together enable it to develop and flourish. From housing and use of public space, employment and enterprise to cultural production and enjoyment, leisure amenities, healthcare, justice and social protection – in the integrated city, all will be open on equal terms to everyone. It is an ambitious goal, far from realization, but we cannot afford to abandon the effort.

Nor can the city afford exceptions. Exceptions segment, fracture, dis-integrate. Integration will not be “for” migrants, but it will tackle their exclusion. Equal access to all realms of city life must apply to all, wherever they came from and whichever status the central state gave them. Cities’ integration in the 21st century, with transnational migration reaching them all, rests on de facto urban citizenship available to everyone who comes to live in them.

Strong local democracy is the precondition, and sole guarantor, for this challenging process of making the city whole. We stay on track for integration only if citizens finding inequality or discrimination in any one of those spheres can effectively demand that it be put right. This calls for democratic variety. We need the full range of channels through which they can press for change in the city, from formal institutions like municipal elections and political parties, through civil society bodies to neighbourhood campaigns and direct action. What focuses these multiple forms of action and ensures impact is the common sense of civic identity: we all belong to a social entity, the city, which all cherish and can directly shape. Even if launched autonomously, many of these actions can be sustained over time only if facilitated and supported in some degree by the local authority. In any case, all need public structures to recognize their input, gathering diverse views together to feed them into city-wide decision-making so they can contribute to the move towards integration.

Globalization – the drive to extend the scope of private accumulation by imposing market relations world-wide, in place of social control over production and investment – at first sight promotes city integration. It stands for openness, breaking down old structures. But overall its net effect is to threaten profoundly the work of integration. Imposition of global market relations acts constantly to disintegrate the city – segmenting and fracturing it, creating advantage and disadvantage in each sphere from control over public space and access to housing, to healthcare and risks of crime.

At the political level, globalization brings massive social and cultural changes whilst denying the vast majority of citizens any say in them. Many older, less secure citizens in particular have responded by scapegoating migrants for these changes. Globalization drives not only immigration but also xenophobia which could create new fractures in city life.

Above all, it undermines the guarantor of integration: local democracy. Globalization could eventually affect all the varied forms of democratic action, curbing them or prompting cuts in the capacity of public authorities to support them. So all are ultimately put at risk by the accelerating shift (disguised as “austerity”) from public to private appropriation and control of society’s available surplus.

As budgets for local government shrink, in Europe at least, cities could over the long term face a dangerous trend towards disintegration. Amongst contradictions built into the complex story of globalization, can we see a counteraction stemming from migration itself, which could ultimately renew local democracy and even help it to win back powers and resources for city-level government under citizens’ control? Whilst wary of romanticizing migration, we put forward three theses which may imply a positive answer.

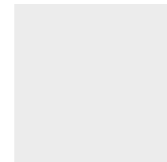


First: most migrants are here to stay. Apart perhaps from a small minority of younger workers, the only migrants with a truly nomadic lifestyle are the super-rich – deploying their “high net worth” precisely to enact the globalization process. Most migrants are not nomads. For sure they are transnational, typically with far closer links to their country of origin than past immigrant generations, and may see more of it than their predecessors. But “home” can soon come to mean both place of origin, and city of destination.

Second: the capacity of migrants to champion democratic change in receiving countries is clear from the historical record. Standing outside established structures of privilege, sharing daily life with other disadvantaged people, often (whether formally seeking asylum or not) with experience of struggles for justice before migration, they have over many generations contributed in destination countries to collective demands for equality and for rights. Even if sometimes distorted or limited, these actions confirm the potential agency of migrant communities in helping to energize democratic movements in cities of settlement.

Third: growing awareness of migration and its hardships is stimulating new levels and forms of activism in “host” communities. Recent research in England suggests the movement to welcome and support refugees is drawing in previously less-active citizens from non-migrant population; that their experience of agency to seek change, even on a small scale, may have a radicalizing effect; and that the local scale of such action is crucial. The long-term outcome is hard to read. But, counterposed to xenophobic politics, this could open up the possibility of a new alliance of migrant and “host” activists in helping to reinvigorate local democracy.

If so we may find that globalization, even as it threatens to dis-integrate the city, has itself generated a countermovement that helps to get it back on its path towards integration.



RICHARD STANTON
Director of MigrationWork CIC

Richard Stanton is the chair of Migration Work CIC in London. Migration Work CIC is a non-profit consultancy set up to help communities, practitioners and political decision-makers to react to the current challenges of migration. Richard Stanton offers particular expertise in strategy for migrant integration including employment, use of data, and policy analysis at the national or EU level. With an MA in International Relations from Sussex University, Richard Stanton worked as a researcher on issues ranging from international development to regional funding models.

From 2000 to 2008 he was in charge of immigration and asylum policy on behalf of the Mayor of London. Besides advising on immigration policy and its impact on London, Richard was responsible for developing a strategic approach to the integration of refugees and other migrants in Europe’s most diverse city.

HARALD WELZER

“Over the last centuries, the civilization process has allowed more and more people to live in greater security but also in greater freedom – although still not everybody everywhere has benefited from it. Currently, we are experiencing a setback. Wars, civil wars, massacres, flight, expulsion, attacks are increasing. Such setbacks accompany the process of civilization – it is not running straight, it does not create any security against relapses into uncivilized conditions. On the contrary: more technical possibilities and greater rationality can also result in a growing degree of inhumanity, as it was shown at the beginning of the 20th century in the most cruel way.

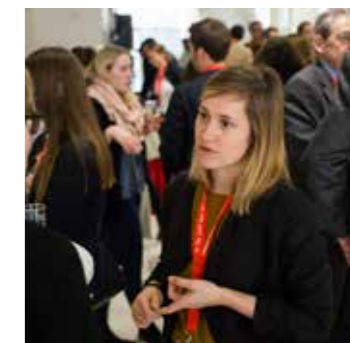
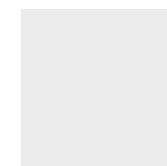
We are currently dealing with a process that is difficult to overlook. The influence of the national state influence as well as democracy are on the retreat, whereas inequality and injustice are on the rise. Unlike the historical feudalism, this order is not justified on a religious, God-given foundation. Nevertheless, there is also a higher power existing: the market. Perhaps we should speak of an era of neo-feudalism: the group of the ruling class is constantly diminishing, while the group of the displaced and refugees is increasing.”



HARALD WELZER
Executive Director of the organization “Futurzwei”

Harald Welzer Sociologist and social psychologist Harald Welzer is Director of Futurzwei – the Foundation “Zukunftsfähigkeit” and Professor of Transformation Design at the University of Flensburg.

As Director of the Center for Interdisciplinary Memory Research in Essen and Research Professor of Social Psychology at the University of Witten-Herdecke, he deals with the issues of memory and violence research.



CONSTITUENT GROUPS



RESEARCH AND ACADEMIA

Moderation:
Katja Bär

Main outcomes of input and group work:

- The individual citizen's identity is not the city's identity.
- The city's image and identity are always in a changing process.
- The city must be fit for the knowledge-based society.
- The city must be self-organized and provide opportunities (e.g. education, employment).
- "Well-planned" is a potentially dangerous concept because it can be abused for inappropriate cleaning and/or demolition purposes.
- "Planning" must include older parts of the city without neglecting the modern infrastructure.
- Investing in the development of social living quarters is necessary.
- It has to be accepted that a city is diverse and that cities are diverse. THE city we need does not exist.
- All the people who have a stake in the city should also have a say.
- Participation must have an impact on policy. But it is not only about the votes – it's about hearing the voices. There is a good chance on the level of the quarter management: To hear the voices of the mostly unheard.
- Conflicts should not be concealed, but dealt with in a transparent way.
- Civic organizations should be involved in the formation process of the city.
- Activities for the refugees: Listen to the needs of the volunteers. University preparation courses for refugees. Free German language courses for refugees. (Remark: Intensive discussions on meaning and definition of key words as "identity" and "citizenship".)

Obstacles:

- Tight budgetary framework and time schedule.
- Legal regulations contradict necessities.

Key recommendations:

- The city must become more participatory and democratic. Participation must have a visible impact on policy. Policy-making processes should be accelerated.
- The citizens should be involved into the financial decision-making process.
- The city must become more flexible and dynamic.
- The city must be closely interconnected with other cities and neighbouring towns.

Case study:

Urban Commons Project in the city of Bologna "collaborare è bologna"

Key actors implicated in the single recommendations:

- The "we" is far more important for all discussions than any individual point of view.
- City administration; international departments; (new) departments for empowerment of citizens; department for citizens' affairs; civic society.

Issues or questions that remain and proposed options on how to consider them:

- Who defines the identity of a city?
- What makes the individual feel connected to the city?
- How can we involve the citizens into the democratic process?
- What do we do with people who are unwilling to learn or integrate?

MATRIX OF LINKAGES BETWEEN NEW RECOMMENDATIONS AND EXISTING PRINCIPLES:

The City We Need is ...

Linkage to these new recommendations

Socially inclusive

- All people with a stake in the city should also have a say.
- Participation must have a visible impact on policy.
- Policy-making processes should be accelerated.
- It is not only about the votes – it's about hearing the voices. Good chance on the level of the quarter management: To hear the voices of the mostly unheard.
- Activities for the refugees: Listen to the needs of the volunteers. University preparation courses for refugees. Free German language courses for refugees.

Well planned

- Participatory budget: Involvement of citizens into the financial decision-making process.
- Civic organizations are involved in the formation process of the city.
- Investing in the development of social living quarters.
- "Well-planned" is potentially a dangerous concept; it can be abused for inappropriate cleaning and/or demolition purposes.
- "Planning" must include older parts of the city without neglecting the modern infrastructure.

Economically vibrant and inclusive

- More and new opportunities for education and employment.
- Fitness for a knowledge-based society.

Has a singular identity and sense of place

- The individual citizen's identity is not the city's identity >> common identity.
- The city's image and identity are always in a dynamic, changing process.

Managed at the municipal level

- High self-organization and provision of opportunities.
- Flexible administrative structures: open for changes, dynamic.
- Close interconnection with other cities and neighbouring towns.

A regenerative city

A safe city

A healthy city

Affordable and equitable





CHILDREN AND YOUTH

Moderation:

Barbara Limbeck, Christiane Bauer (only in Session 2)

Main outcomes of input and group work:

The City We Need

- Is equal and inclusive.
- Provides a unique identity and atmosphere.
- Listens to its citizens.
- Provides space, resources and a political voice for children and youth to grow and be empowered.
- Is economically vibrant, inclusive and serving the common good.
- Gives an opportunity for design and imagination.
- Families should be regarded as important stakeholders.
- Create free room for various purposes:
 - Room for recreation in form of public spaces and natural areas.
 - Room for self-development and realization of citizens' creativity and talents.
- Empowerment in the form of...
 - Participation of children and young people.
 - Responsible use of resources.
 - Appreciation of ideas and creativity by realization.

Obstacles:

- Financial restraints
- “Experts” far from any practical life experience decide crucial education issues
- Long decision-making processes
- Citizen's opinions (no playgrounds for kids)
- Status in society (children and teenagers)
- Consumer orientation
- Bureaucracy



Key recommendations:

- Carrying out a UTC for Mannheim: All citizen groups (e.g. families, seniors or minorities), not only children and young people, should be treated as stakeholders.

The city should:

- Have a department for citizens' complaints.
- Open up ways for the citizen to communicate with the political leadership.
- Provide self-administered free room for activities.
- Foster and encourage modern and even radical innovative thinking.
- Provide equal opportunities.
- Provide opportunities of communication between young people from various social backgrounds.

Case studies:

Mannheim municipal youth activities; Rotterdam Municipal Library and Social Security Agency; Jan Gehl in Copenhagen; sports clubs in general

Key actors implicated in the single recommendations:

- Parents should be involved in any discussion concerning the welfare and up-bringing of children and teenagers.
- City administration; departments of children, youth and family.

MATRIX OF LINKAGES BETWEEN NEW RECOMMENDATIONS AND EXISTING PRINCIPLES:

The City We Need is ...

Linkage to these new recommendations

Socially inclusive

- Should have departments for citizen's complaints.
- Open up ways for the citizen to communicate with the political leadership.
- Provides equal chances for children, regardless the income situation and educational background of parents.
- Gives empowerment in form of participation of children and young people.

Well planned

- Gives opportunity for design and imagination .

Economically vibrant and inclusive

- Serves the common good.

Has a singular identity and sense of place

- Provides a unique identity and atmosphere.
- Makes families and children feel at home.

A healthy city

- Creation of free room for various purposes, e.g.:
 - Room for recreation in form of public spaces and natural areas.
 - Room for self-development and realization of citizens' creativity and talents.
 - Empowerment in form of responsible use of resources.

Affordable and equitable

- Provides space, resources and a political voice for children and youth to grow and to be empowered.
- Provides self-administered free room for activities.
- Fosters and encourages modern and even radical innovative thinking, also in form of appreciation of ideas and creativity by realization.
- Provides opportunities of communication between young people of various social backgrounds, also young refugees.

Managed at the municipal level

- Listens to its citizens.
- Families should be regarded as important stakeholders.
- Carrying out a UTC for Mannheim: All citizen groups (e.g. families, seniors or minorities), not only children and young people, should be treated as stakeholders.

A regenerative city

A safe city

A healthy city

Affordable and equitable



PRIVATE SECTOR, INDUSTRY AND TRADE UNIONS

Moderation:
Frank Zumbruch

Main outcomes of input and group work:
 (see Matrix of linkages)

Obstacles:

- Our roots – the psychology / our behaviour.
- Regional traditions.
- We (here in the UTC) are not the whole society.
- Political structure, administrative structures are too slow and bureaucratic.
- “Speckgürtel” – (rich people settle outside the town).
- The tax system is too little transparent and has a lack of balance in favour of the rich ones.
- Particular interests, individual interests, self-interest.
- We need pragmatism and vision and the same time.
- Interests of political and economic elites.
- Connections between elites in economy and local policy.

Key recommendations:

- Investment in education to break the routines, thus creating a strong urge of need for change
- Need for skilled professionals, who have political will and consult communities in order to deliver the city we need.
- For sustainable urban development, long-term strategies are necessary to transcend political time frames.

Case study:
 Vienna (housing)

Key actors implicated in the single recommendations:

- Open-minded city administration
- Cooperative entrepreneurs
- Conscious citizens



MATRIX OF LINKAGES BETWEEN NEW RECOMMENDATIONS AND EXISTING PRINCIPLES:

The City We Need is ...

Linkage to these new recommendations

Socially inclusive

- Communication with the citizens and listening, also to problems of enterprises.
- Basic democratic approaches.
- Experiments to enhance the responsiveness of citizens .
- Taking care of people without legal status.

Well planned

- Walking distances, short ways.
- Clusters itself on the district level, maybe contradictions with public transport.

A regenerative city

- Focus on sustainability.
- Reserving public space for “regeneration” of people.
- Use of regenerative energies, green sources.

Economically vibrant and inclusive

- Foster innovation – encourage innovative economic fields – support incubators – foster the start-up scene.
- Provide sustainable employment.
- Encourage self-employment, also with focus on refugees.
- Fair taxation – restructuring the tax system – subsidies for the poor – greater transparency for the spending of taxes.
- Start-up support and incubators with special focus on refugees.

Has a singular identity and sense of place

- Common identity.
- “Where I do feel well” – “a place of home”.
- No McDonalds everywhere.

A healthy city

- Having creative places for the “mental regeneration” of people.
- Integrated health and transportation system.
- Green parks; clean air; good water.
- For parks: low entrance fees.
- Sportive; promotion of sports clubs.
- Easy access to the healthcare system, also for refugees.
- Promotes local food production.

Affordable and equitable

- Installing meeting points for people from different backgrounds.
- Encouragement of weak people, also refugees; guiding persons to formal education.
- Economic alternatives – fair price systems, e.g. in public transport.
- Fair chances: good living conditions for everybody.
- Gentrification.
- Equal relations in the city districts – restrictions for private housing?
- Avoid segregation – social housing, also in “rich districts”, mixed-use neighbourhood.
- Self-sustainable housing.
- Multi-generation houses.

Managed at the municipal level

- Best-practice orientation.
- Active in (international) networks between towns, also in order to assist refugees.
- Involved in networks for city planning incl. educational and research. institutions, companies and industry, employment agency.
- Has a balanced top-down and bottom-up-approach.
- For Mannheim: metropolitan management retaining the advantages of short distances, narrow contacts, etc.

LOCAL AUTHORITIES, GOVERNMENT, PARLIAMENTARIANS (Including delegations of the Twin Towns)

Moderation:
David Linse

Representatives from Mannheim's twin cities: Berlin Charlottenburg-Wilmersdorf (Germany), Beyoğlu (Istanbul, Turkey), Bydgoszcz (Poland), Chisinău (Moldova), Klaipėda (Lithuania), Windsor (Canada), Zhenjiang (China)



Main outcomes of input and group work:

Representatives from Mannheim's twin cities presented current challenges and on the basis of the "Nine Needs" formulated – the ones which were of highest importance for them. These approaches provided global perspectives and allowed a multifaceted discussion in the plenum.

- Problems in Brandenburg and Eastern Germany: brain-drain to the large towns; refugees in general incl. also the innovative and qualified ones prefer the western part of Germany.
- Several twin towns: the rural areas in the surrounding of the larger cities lose their completeness of infrastructure.
- Windsor – Canada: unemployment due to loss of mono-structured industry.
- Klaipėda – Lithuania: problem of depopulation; shortage of work power due to brain-drain and emigration.

Key recommendations:

- Moldavia: imparting civic education / awareness in social living and civic responsibility.
- The City We Need – extension of the nine pre-formulated needs by at least four new ones:
 - The City We Need ... acknowledges and empowers citizens: Therefore, the city should create platforms to facilitate dialogues and search actively for the potential of people who are usually not involved in political procedures. Cities should establish new forms of citizens' engagement in order to enable all citizens equally (regardless of origin, sex, nationality, age, religion, sexual and gender identity, disabilities or resident status). A new definition of citizenship means that not only people being registered, but also all people living in the city are full members of the local

community. Formal administrative procedures must allow more flexibility and informal procedures. City governance needs to create a positive image and identity of the city that makes the citizens proud to support and work for, as volunteers.

- The City We Need ... assumes responsibility for "arrival" as well as for "departure" cities: Migration has a huge impact on the cities where people arrive as well as on cities losing their population and thus, educated workforce. Cities can contribute to international development through city-to-city cooperation and therewith raise living standards and reduce inequalities. As cities play an important global role they should act in a global networks in order to balance decisions and support each other.
- The City We Need... accepts the "download" only when it receives the corresponding resources: Cities are the places where challenges occur and solutions are developed. Thus, they need financial resources and corresponding competences.
- The City We Need ... cooperates with its surrounding areas: Both "players" are interdependent; they provide resources for each other.

Key actors implicated in the single recommendations:

- City administration: esp. international departments; (new) departments for empowerment of citizens / citizens' affairs; financial departments.
- National and regional governments as well as tax authorities.
- City Planning Department; Regional planning authorities.
- From the private sector: environmental professionals such as town planners, architects and engineers.

MATRIX OF LINKAGES BETWEEN NEW RECOMMENDATIONS AND EXISTING PRINCIPLES:

The City We Need is ...

Linkage to these new recommendations

Socially inclusive

- Creating platforms to facilitate dialogues with people who are usually not involved in political procedures.
- Establishment of new forms of citizens' engagement in order to enable all citizens equally (regardless of origin, sex, nationality, age, religion, sexual and gender identity, disabilities or resident status).
- Training in civic education / awareness in social living and civic responsibility.

Well planned

- Close cooperation with the surrounding areas: both parts are interdependent, they provide resources for each other.

A regenerative city

- Responsibility for natural resources, more emphasis on sustainability.

Affordable and equitable

- Cities are the places where challenges occur and solutions are developed. Cities are experts in pragmatic problem solving. In order to do so, they need financial resources and corresponding competences, also in order to deliver affordable services for the citizens.

Economically vibrant and inclusive
Has a singular identity and sense of place
A safe city
A healthy city
Managed at the municipal level

Four new defined "needs" for the City We Need:

- **Acknowledges and empowers citizens.**
- **Assumes responsibility for "arrival" as well as for "departure" cities.**
- **Accepts the "download" only when it receives the corresponding resources.**
- **Cooperates with its surrounding areas.**



PARTICIPATING TWIN TOWNS OF MANNHEIM



Grafik wird leider unscharf im Druck



**Berlin
Charlottenburg-Wilmersdorf, Germany**

Charlottenburg-Wilmersdorf (inhabitants: 302,000), a district of the city of Berlin, is marked by populous areas as well as the more quiet area of Grunewald. First contact between Mannheim and Charlottenburg dates back to the year 1962.

In 2001 the former separate districts of Charlottenburg and Wilmersdorf merged.



**Beyoğlu,
Istanbul, Turkey**

Beyoğlu (inhabitants: 246,000), a district of the city of Istanbul, is the pulsating cosmopolitan and cultural centre of the city.

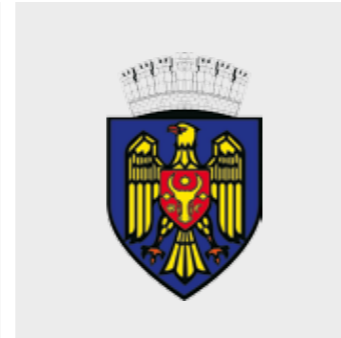
In October 2011, Mannheim and Beyoğlu signed a treaty of friendship.



**Bydgoszcz,
Poland**

Bydgoszcz (inhabitants: 359,000) is a city located in the northern central Poland and an emerging industrial and commercial centre.

Since 1991 Bydgoszcz and Mannheim are twin towns.



**Chisinau,
Moldova**

Chisinau (inhabitants: 631,000) is the capital of Moldova. In Chisinau politics, industry and administration are gathered.

The partnership between Mannheim and Chisinau was officially founded in 1989.



**Klaipėda,
Lithuania**

Klaipėda (inhabitants: 163,000) is the only seaport in Lithuania and one of the free economic zones of the country. Its vast and sandy beaches attract many tourists.

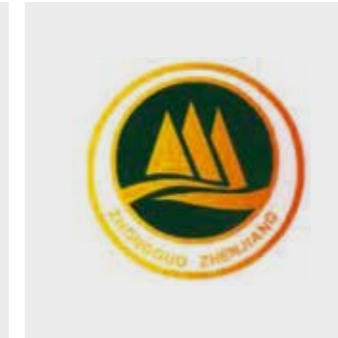
In 2002 the partnership agreement between Klaipėda and Mannheim was signed.



**Windsor,
Canada**

Windsor (inhabitants: 211,000) in Ontario is the southernmost city in Canada, close to the US-border. The natural boundary is the Detroit River. The automobile industry is crucial for Windsor.

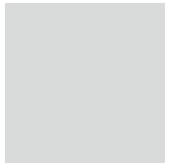
Windsor and Mannheim have been twin towns since 1980.

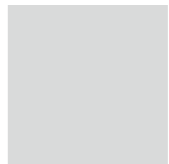
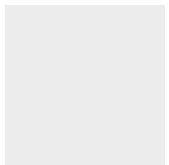
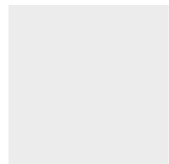


**Zhenjiang,
China**

Zhenjiang (inhabitants: 3,113,000) is almost 3,000 years old and located in the east of the People's Republic of China. The metropolis at the Yangtze River is an emerging industrial site.

The partnership agreement between Zhenjiang and Mannheim was signed in 2004.





URBAN THINKER SESSIONS

IDENTITY / INTEGRATION / DEMOCRACY

Impulses:

Prof. Dr. Andrea Römmele
(Hertie School of Governance)

Dirk Gebhardt
(Marie Curie researcher at GRITIM-University Pompeu Fabra in Barcelona)

Rainer Kern
(City of Mannheim)

Participants:

- Approximately 30 participants

Main outcomes of input and group work:

- Strengthening participatory ideas in administration.
- Need No. 9: Replace “Management at the municipal level“ by “Rights at the municipal level“
- Citizens as experts for their own life conditions and community environment.
- Important factor for the future of decision-making not only at the city-level: the initiative has to come from the citizens themselves.
- Cities: are at the bottom end of multi-level governance systems, where unresolved problems manifest themselves.
- But: cities are becoming more and more political actors; more pragmatic; more problem-oriented and more inclusive towards immigrants.
- Progressive cities as laboratories for better policies related to immigrant integration.
- Nation has a homogeneous character, whereas cities are colourful.
- In the nine needs one key word is missing: participatory!

Obstacles:

- Strengthen the right of municipalities towards federal states (provinces) and national government.
- How can I explain benefits for the one side to those who cannot get similar benefits at the same time?
- How can we take away the fear of loss of liberty from the minorities?

- The term “migrant” does not necessarily mean “refugee”.
- How can diversity be guaranteed? Proposal: by diversity in representation - majority groups should not dominate.
- What form of participation can be added to a democracy per voting?
- How is it possible to strengthen the rights of cities?

Key recommendations:

- Cities should get the right to assign citizenship to everybody living there.
- Status: habitants right to the city = life in the city based on residency and not on the passport.
- First steps: organizing services on a residence basis e.g. for newcomer integration, you have to go to an integration and language course >> then you have these ‘citizen’s city rights’.
- Empowerment for immigration-support organizations: capacity-building programmes.
- Citizens bring in themselves as experts with their knowledge into the integration process.
- Any crisis should be considered and regarded as chance.
- City rights are the central key for future global parliaments.
- World crises are unacceptable – there is a need of global change.

Case studies:

Barcelona has an intercultural concept. A lot of people with different backgrounds live there. integration supported by the cultural sphere (incl. organization of inter-cultural festivities); Mannheim: citizen cooperation for decision-making; Frankfurt: citizens influence in the processes of expanding the airport.

Key actors implicated in the single recommendations:

- Citizens
- Self-organized groups of citizens
- Open-minded city administrations and politicians



PROF. DR. ANDREA RÖMMELE
teaches Political Science and Communication at the Hertie School of Governance.

She obtained her Master degree from the University of California at Berkeley, a PhD from Heidelberg University and a habilitation from the Free University of Berlin. Her research interests are in the field of comparative political communication, political parties and public affairs.

She is co-founder and Editor in Chief of the Journal for Political Consulting and Policy Advice and has published extensively in international journals, and is author of numerous books and edited volumes.



DIRK GEBHARDT
holds a PhD in Geography from Humboldt University, Berlin.

His current research interests include the interplay between urban development, migration and local citizenship. He taught courses related to urban development and migration and has worked in a variety of research, consultancy and urban development projects in Berlin.

As a Marie Curie Intra-European Fellow at GRITIM University Pompeu Fabra in Barcelona, Dirk Gebhardt focused on the role of European cities in developing and implementing integration policy. He previously worked as a policy advisor for EURO CITIES, the Brussels-based network of major European cities, where he developed integrative learning activities and projects on behalf of political decision makers.



RAINER KERN
is founder and director of the Enjoy Jazz Festival since 1999.

The Enjoy Jazz Festival is a yearly international jazz festival in the cities of the Rhine-Neckar region Heidelberg, Mannheim and Ludwigshafen.

Additionally, he works at the city of Mannheim, where he is responsible for the development of national and international networks related to the Unesco City of Music.

DIGITAL LIFE AND THE NEW URBAN CITIZENSHIP

Impulses:

Tom Higham

(Executive Director of FutureEverything, Manchester)

Oliver Rack

(Open Data Rhine-Neckar)

Participants:

- Approximately 15 participants

Main outcomes of input:

Tom Higham:

- New economy – new inequalities.
- Smart citizens make smart cities.
- Technological and computer innovations require the consultation with and involvement of the citizens.
- Innovation and digitalization form a generational issue.
- Cities become laboratories for new forms of co-existence.
- Creativity does not necessarily have to be economical.

Oliver Rack:

- Examples for municipal open-source applications:
 - Charting of insect population and migration.
 - Accessibility chart for handicapped people.
 - Prevention of light pollution.
 - Disaster-mapping as shown in an example from Sudan.
 - Environmental data maps.
 - Water condition maps and pollution overview.
 - Map of radioactivity as an example of a quick response to the Fukushima incidents.
 - Resource map for housing opportunities for refugees.
- Database organizing the distribution of donations and volunteer workforce.

Obstacles:

- Where are the chances and limits for the use of Open Data within the city administration?
- Where are reasonable opportunities for digital applications and creativity in the urban context?
- Can the use of internet, digital applications and modern virtual technologies help in the problem solution between the countries and cities of emigration and immigration?
- Are there incentives and possibilities for the support of start-ups and creation of employment by digital work (>> companies of the future)?

Key recommendations:

- Cities should give incentives for citizens to accept the digitalization of the city and to become digitized.
- There is a potential for digital support in integration. It will also stimulate the motivation of young refugees.
- The potentials for municipal open-source applications should be used and the range of practical applications be extended.

Key actors implicated in the single recommendations:

- Citizens – group of citizens from all generations
- Digital specialists
- City administration

Tom Higham

is the Executive Director of FutureEverything.

He joined the organization in 2012 as Senior Producer, and has been a key player in the growth and development of the company since. He was previously co-director of Modular, an organization that focused on the creation, programming and production of interdisciplinary artworks and events. As well as extensive freelance experience in curating, programming and producing projects he has a background in festivals, holding previous roles as Festival Manager of the AV Festival in the North East, and director of Northern Lights Film Festival and Press Play Festival.

He is interested in the enabling power of digital technology.



OLIVER RACK

is founder of “IOX – Connecting Smart Societies”, an institute for digital transformation and smart societies, and also of the initiative “Open Data Rhein-Neckar” for implementing the EU Public Sector information Re-Use Directive.

He is commissioned to develop clusters and use cases for open government data use, citizen centric applications, civic tech and participatory design and to provide consultancy to public sector executives. He researches democratized technology as a case of public welfare as well as a needful catalyst for a cultural framework regarding future technologies and societies – which should be a mission of culture as translator in general.

HARNESSING THE POTENTIAL OF THE YOUTH – EMPLOYMENT AND THE START-UP CULTURE

Impulses:

Dr. Andreas Blüthner
(University of Mannheim; BASF SE)
Wolfgang Riegelsberger
(UN Habitat Youth Goodwill Envoy)

Participants:

— Approximately 15 participants

Main outcomes of input:

- UN membership nations should be obliged to reduce global youth unemployment down to the German, Austrian or Swiss level.
- The creation of employment opportunities for young people is a prerequisite for a sustainable city development.
- Projects are far more sustainable than monetary donations only

Key recommendations:

- Implementation of the German Dual System of Vocational Training in developing countries without copying it; taking into account the local pre-conditions.
- Creation of a “UN Global Youth Compact”, a partnership for young people between organizations, schools and other players.

Case studies:

the Indian State of Chhattisgarh provides a good example of flexible reaction to actual needs; exemplary cooperation between Rotary Club, BASF Company and developing areas in their focus.

Key actors implicated in the single recommendations:

- Employers – enterprises
- Trade unions
- Vocational schools
- National authorities, esp. ministries of industries, ministries of education
- At the City level: employers’ associations, trade unions, chambers, city administration – departments for education and training



DR. ANDREAS BLÜTHNER
works for BASF SE as Director Food Fortification & Partnerships.

His efforts focus on systemic multi-sectoral partnerships aimed at improving the standard of living of low-income populations in developing countries. He holds a degree in business administration and PhD in International Economic Law and Human Rights. He lectures International Economic Law at University of Mannheim and occasionally Nutrition Interventions at Heidelberg University.



WOLFGANG RIEGELSBERGER

was appointed as UN Habitat Youth Envoy in 2011.



REINVENTING GOVERNANCE & EVALUATION FOR THE NEW URBAN AGE

Impulses:

Alexander Heichlinger

(EIPA)

Christian Hübel

(City of Mannheim)

Participants:

- Approximately 50 participants
- Participants from Mannheim's twin cities

Main outcomes of input:

- The wish to make the world better is not enough. You need to be successful and therefore you need a good governance. From the twelve main points of good governance after a survey three were highlighted:
 - Move towards participatory society and citizen empowerment.
 - Strong strategies and long-term visions.
 - Creative, transparent and involving communication.

Obstacles:

- How can we avoid euro-centrism with relation to ICT?



Key recommendations:

- External communication has to be part of the strategy: using parts of different kind of media to engage all generations: old-fashioned methods for older people and social media for the younger.
- Intercommunal cooperation: Building bridges between communities.
- Developing trust between communities for knowledge transfer.

Case studies:

The Helsinki mayor, also known as the “Twitter-Mayor”, who has 33,000 followers. When asked where he finds the time to do his job, his reply was “This is my job”.

Key actors implicated in the single recommendations:

- Employers – enterprises
- Trade unions
- Vocational schools
- National authorities, esp. ministries of industries, ministries of education
- At the City level: employers' associations, trade unions, chambers, city administration – departments for education and training

ALEXANDER HEICHLINGER

Alexander Heichlinger is Senior Faculty Member at EIPA Barcelona, and Manager of the European Public Sector Award (EPSA) in 2009, 2011 and 2013.

With over 20 years of training and advisory experience, he has led and delivered numerous assignments for public sector organizations from across Europe, as well as for the European institutions and other international organizations.

He led the “City excellence network/cloud” with seven medium-sized cities, i.e. Bilbao, Birmingham, Mannheim, Milan, Tampere, Tallinn and Trondheim and co-authored the result of this work in the publication *In Search of Local Public Management Excellence – Seven Journeys to Success* (2012–2013) which outlines a “seven step model” leading to public excellence.



CHRISTIAN HÜBEL

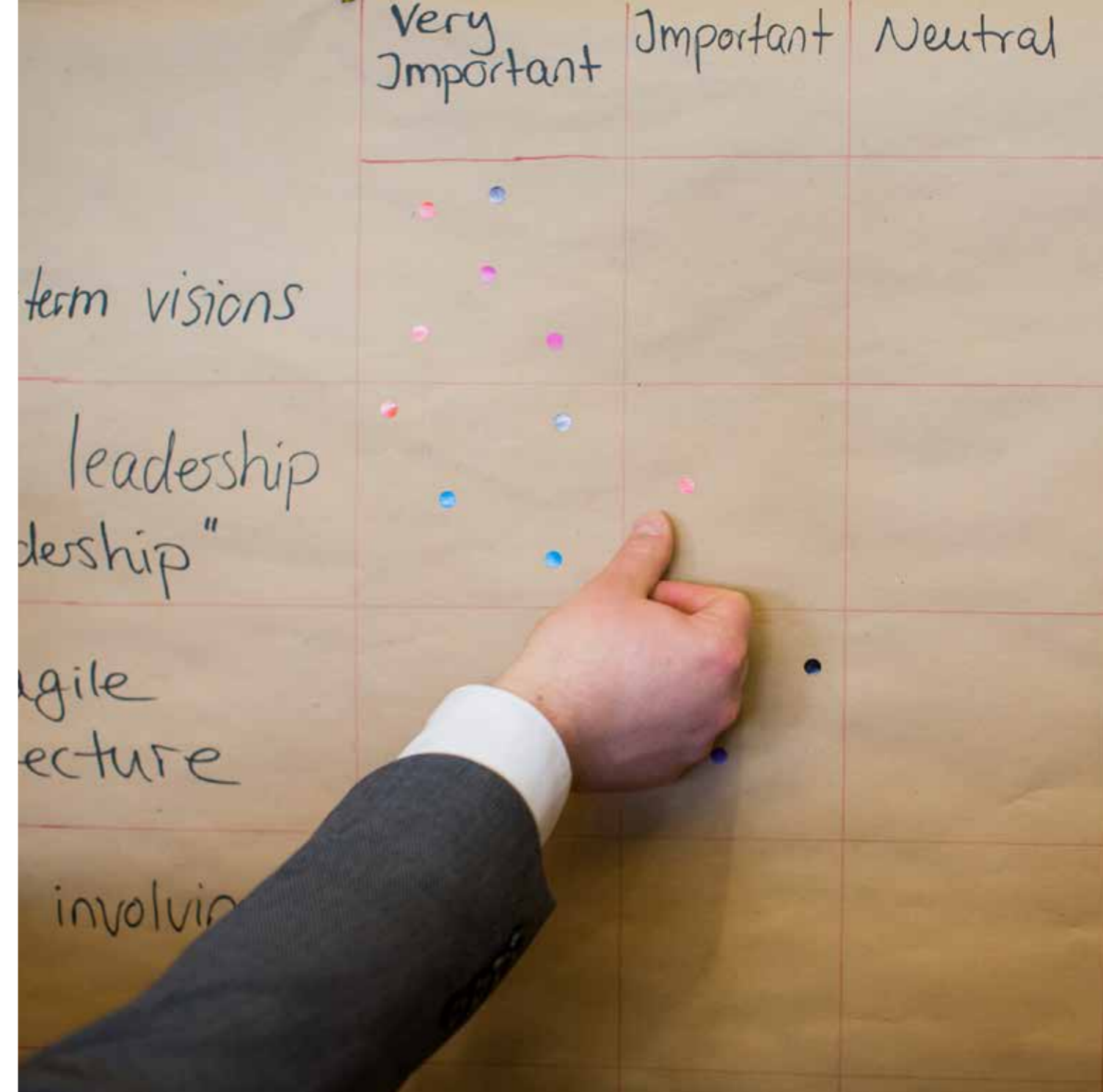
is the Head of the Department of Strategic Control of the City of Mannheim, the office responsible for the overall controlling of Mannheim's municipal administration operations, since September 2010.

He was also co-responsible for the change² project aimed at modernizing the administrative processes. The City of Mannheim received the 2013 German Sustainability Award in the area of governance in appreciation of its general controlling system. Christian Hübel is engaged in publications and lectures on the issue of controlling and many other topics besides.



Tabellenheadline so lassen?

SUCCESSFUL CITIES NEED ...	Very important	Important	Neutral	Not to important	Not at all important
Strong strategies and long-term visions	34	4			
Excellent and innovative leadership systems Tandem leadership"	23	7			
Solid, but flexible and agile administrative architecture	14	13	2		
Creative, transparent and involving communication	30	6			
Intelligent ICT-supported solutions	4	9	13	1	
Sound performance control	8	12	4	1	
Integrated financial management systems	13	13	2	1	
Facilitator & enabler role of governments	22	5	4	1	
Move towards participatory society & citizen empowerment	40	5	2		
Adaptive innovation vs new solutions	13	7	3		
"One version of the truth" for data	4	12	6	3	
Effect-oriented management based on objectives, objective agreements and a management information system	19	7	5		



PARLIAMENT OF THE CIVIC ENGAGED REFUGEES SUPPORTERS

Impulses:

Daphne Hadjiandreou-Boll

(Coordinator Refugee Help, City of Mannheim):

1. Round-Table: refugees

Anna Barbara Dell

(Campaign save-me Mannheim): 2. Round-Table: volunteers

Participants:

- Approximately 60 participants
- Coordinator and heads of teams in refugee quarters
- Refugees
- Volunteers
- Translators
- Representatives of civic society
- Representatives of the City of Mannheim

Main outcomes of input:

- For migration is a motor for development immigration law has to be revised.
- Integration will only work when it is “fed” from both sides. The city should offer the infrastructure and every migrant or refugee should contribute to integration him-/herself.
- The multilingual potential of volunteers as well as of refugees is a comparative advantage on the labour market.
- Arts, culture and sports are important integration factors.

Key recommendations:

- In Mannheim: A certain part of the refugees should stay in the processing point for asylum / refugees (LEA) for a longer time. This would create a constructive atmosphere with a long-term perspective for them if trainings, internships and work could be provided for the long-term refugees.
- The city should provide affordable and fair living conditions (outside the refugee quarters) for refugees who will remain or stay in Mannheim for a long time.
- At the main station of Mannheim there is a need for a larger Service and Information Centre.
- A circle of (English-speaking / multilingual) medical consultants should be created. For assisting people with traumata a pool of voluntary doctors and interpreters as well as schemes to finance these services also in the long run is needed. Psychological support should be provided for volunteers.
- In a similar way: creation of a legal support fund.
- Meeting points for young people, refugees and Germans should be established not only in the city centres but also in the suburbs.
- Theatre and cultural projects could support integration.
- Social housing, reduced tickets for public transport and cultural events should be established for refugees.
- Language learning in the working process is a good approach. Start-ups and business incubators should be supported.
- Prejudices have to be confronted; most of them come up in groups without direct contact to refugees.
 - Positive factors for integration:
 - A fast work permit is very important for several reasons: Work enables people to earn a living, support their family and contribute to society. Last but not least, it helps to raise self-esteem.
 - Installation of Wifi in public areas can enhance the self-activation of refugees.
 - Bringing together the stakeholders of the labour market in a more creative and innovative way: taster courses at vocational training centres, supervised internships in companies, contact to firms in areas (e.g. restaurants, hotels etc.) with high labour requirements.
 - The volunteers play a decisive role in the arrival and integration process.
 - Forms in different languages as well as “You-Tube tutorials” can support administrative procedures.



ANNA BARBARA DELL

works as an organizational consultant in the field of occupational health and safety.

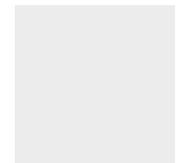
She is an active volunteer of the campaign save-me Mannheim, which is committed to improving the situation of refugees. In Germany, thousands of save-me godparents, such as Anna Barbara Dell, are assisting refugees after their arrival. Furthermore, save-me Mannheim also organizes events and encounters with refugees to foster awareness of their situation.

DAPHNE HADJIANDREOU-BOLL

was appointed coordinator of refugee help in Mannheim in October 2015.

Based on her experience in the area of migration and integration policy she is now working on setting up a special service centre for refugee issues that will help to close the many existing information gaps. As coordinator she is also present at many events and meetings in the voluntary civic sector, representing the city and its positions in refugee policy issues, and also attends the honorary committees of the City Council (District Advisory Boards and Migration Advisory Board).





MANNHEIM MANIFESTO

THE THREE-DAY URBAN THINKERS CAMPUS IN MANNHEIM ENDED WITH A “MANNHEIM MANIFESTO”. IN SUMMARY, THE FOLLOWING MAIN THEMES EMERGED:

THE PARTICIPATORY IMPERATIVE:

There is an increased demand for people to be shapers and co-creators of their evolving city. There is a tension between the old top-down structures of governance and emerging bottom-up people-centred approaches. The empowerment agenda is rooted in democratic forces that represent a liveable civic society. A shift is required from a controlling to an enabling and facilitating administration if the value of collective community intelligence is to be taken seriously.

URBAN CITIZENSHIP REDEFINED:

Although being a dynamic factor, people want to belong to a city not just to live in one. Cities need the right to assign urban citizenship to all residents regardless of their status. Residence in the city should confer full membership and rights. Such expressions of civic generosity provide the means for genuine participation in decision-making and city life. It strengthens a sense of belonging and will be reciprocated by loyalty, commitment and engagement.

THE CITY AS GLOBAL ACTOR:

Cities are agents of change in the new interdependent world, but to be fully effective they need to co-operate across borders in networks like UN-Habitat, C40, Climate Cities, Eurocities, etc. To be truly effective in addressing global problems, the balance between city and state needs to be re-assessed. They also require new collaborative mechanisms such as a governance association embodying the so-called “rights of the city and citizens”. Whilst governments retain formal authority, cities bring legitimacy and democratic participation to the table.

THE RIGHT TO RESOURCES:

The new responsibility of cities to contribute to solutions of global problems requires both the jurisdictional authority and material resources to realize its obligations. As the source of 80% of global GDP and preponderance of tax revenues for the state, the city has the right to resources adequate to this responsibility. Otherwise, the demands on the cities become “unfunded mandates” – a downloading of political responsibilities to municipal government without funding.

THE LISTENING CITY AND DIVERSITY AS REALITY:

Cities are democratic sites of listening and diversity not just in aspiration, but as their reality. Living with diversities, we must acknowledge the intractability of conflicts that must be negotiated by words and not force. Diversities include: ideas and opinions, ways of living, identity measures, economic conditions, state of health and age among many others and the listening city takes their full measure, also in decision-making procedures.

OBSTACLES TO THE “THE CITY WE NEED”:

Underlying the many obstacles to “The City We Need” is power, inequality, monopoly and dominance. Unless these potent issues are tackled head on, it is unlikely that the aspirations and principles promulgated here will be realized.

IN ADDITION TO THE NINE PRINCIPLES OF “THE CITY WE NEED”, FOUR MORE PRINCIPLES ARE SUGGESTED:

1. — IT ACKNOWLEDGES AND EMPOWERS CITIZENS:

Therefore, the city should create platforms to facilitate dialogues and search actively for the potential of people who are usually not involved in political procedures. Cities should establish new forms of citizens’ engagement in order to enable all citizens equally (regardless of origin, sex, nationality, age, religion, sexual and gender identity, disabilities or resident status). A new definition of citizenship means that not only people being registered, but all people living in the city are full members of the local community. With regard to serious and suddenly arising problems, formal administrative procedures must allow more flexibility and informal solutions. City governance needs to create a positive image and identity of the city that makes the citizens proud to support and work for, as volunteers.

2. — IT ASSUMES RESPONSIBILITY FOR “ARRIVAL” AS WELL AS FOR “DEPARTURE” CITIES:

Migration has a huge impact on the cities where people arrive as well as on cities losing their population and thus, educated workforce. Cities can contribute to international development through city-to-city cooperation and therewith raise living standards and reduce inequalities. As cities play an important global role they should act in a global network in order to balance decisions and support each other.

3. — IT ACCEPTS THE “DOWNLOAD” ONLY WHEN IT RECEIVES THE CORRESPONDING RESOURCES:

Cities are the places where challenges occur and solutions are developed. Cities are experts in pragmatic problem solving while providing expert knowledge and experience. In order to do so, they need financial resources and corresponding competences.

4.— IT COOPERATES WITH ITS SURROUNDING AREAS:

Both “players” are interdependent; they provide resources for each other.



KEY RECOMMENDATIONS ACCORDING TO THE “SPIRIT OF MANNHEIM”

Citizens demand more from their city and they want a rich register of experience as well as a laboratory of democracy and community living. This is expressed in seven recommendations. They want their city, e.g. Mannheim, to be a place ...

1. ... OF ANCHORAGE AND DISTINCTIVENESS ...

In one of the UTC workshops the group defined a new kind of legitimation: cities should get the right to assign the citizenship to everybody living there, permanently or temporarily, regardless of born in the town, migrant or refugee. For refugees who already stay in Mannheim for a longer time it was requested that the city should prepare affordable accommodation outside the refugee quarters.

2. ... OF POSSIBILITIES, OPTIONS AND “CAN DO” ...

From the many examples in the workshops two ideas concretized this statement: cities have to get a much higher degree of self-governance on one side, but also must become more participatory and democratic on the other; participation has to have a visible impact on policy; policy-making processes should be accelerated. Furthermore: modern and even radical innovative thinking should be encouraged.

3. ... OF CONNECTIONS INTERNALLY AND TO THE WIDER WORLD ...

For the physical life, the UTC in Mannheim recommended the higher availability of meeting centres for old and new citizens, esp. for young people and refugees. Concerning the digital sphere, one of the proposals aimed at new forms of digital voting, also in order to strengthen participation and democracy.

4. ... TO LEARN AND SELF-IMPROVE FOR ALL WITH MANY POSSIBILITIES ...

A place where young people feel recognized as full participants in the life of the city. Especially this last aspect had arisen manifold in different workshops, and so – in the sense of the “UN Global Youth Compact” – an innovative partnership between enterprises, schools and other training-oriented organizations was proposed in order to enter the labour market with appropriate qualifications. This could also make the access to work for young refugees easier, e.g. by accompanied internships in companies, by a city-supported start-up culture and the integration into incubator schemes for innovative businesses.

5. ... OF INSPIRATION ...

Investments into free forms of culture and new ways of learning can contribute to this as can training skilled professionals, who have both the political will and would consult communities to delivering “The City We Need”.

6. ... WHICH ADDS VALUE ...

and whose economic drive is framed by an ethical value base. Here the field of social housing in co-operation with the private sector was often named, which should be promoted by the city in a wider range, similar to fair-price tickets for public transport and cultural events.

7. ... WHERE THE RULE OF LAW IS THE CONDITION OF COMMON LIFE, ...

but where the rules are subject of constant scrutiny and innovation. In a workshop the important value of “protection” was elaborated on. This means on one hand the sheltered feeling to allow free innovative creativity in cultural “laboratory” situations, and on the other hand the secured feeling for refugees, which allows them to overcome their traumata in the long-run. When the inner “maturity” has come to talk about their difficult personal history, they should have free access to doctors, psychologists and/or interpreters, to overcome their internal conflicts. Similar doors should also be open for volunteers who have to carry the load of many wearing stories and situations during a single day.



OUTSTANDING ISSUES:

- Who defines the identity of a city? / What makes the individual feel connected to the city?
- How can we involve the citizens in democratic processes? / What form of participation can be added to a democracy per voting?
- What do we do with people who are unwilling to learn or integrate?
- How can diversity be guaranteed?
- How can the rights of cities towards federal states (provinces) and national government be strengthened?
- Where are chances and limits for the use of Open Data within the city administration? / Can virtual technologies help solving problems between untries and cities of emigration and immigration?
- How can families, seniors and youths be regarded as important stakeholders?

#UTCMANNHEIM

EUROCITIES network @EUROCITIESweet · 18. Feb.
Today in #Mannheim #UrbanThinkersCampus: global challenges are urban: cities must be given the resources to face them
Anna Lisa Boni und Charles Landry



alle Grafiken als Originaldatei

CM Musikwirtschaft @CMMWMMR · 18. Feb.
Welzer: To build fortresses & securing borders is not the solution to our current problems! #urbanthinkers #mannheim

Alexandra Theobalt @alexatheobalt · 18. Feb.
Art is a bridge into a foreign society #refugeeparliament #UrbanThinkers

Kulturbüro RN @KulturRN · 18. Feb.
"Integration is not what people have to do, but what places have to do." Richard Stanton #UrbanThinkers Campus #Mannheim

OpenDataRheinNeckar @OpenRheinNeckar · 18. Feb.
.@utc_mannheim #urbanthinkers @oliverrack:"@refugeehacks not only for solutions also for integrating #cocreation" #opendata #civictech

LinkedArea @LinkedArea · 19. Feb.
"People want to belong to a #city, not just live in one" - #UrbanThinkers Campus @quadratstadt @UTC_Mannheim



Christine Auclair @ChAuclair · 18. Feb.
@kern_rainer #UrbanThinkers campus Mannheim: cities are laboratories



FILM

BY GALLION FILMPRODUKTION

The three days of the Urban Thinkers Campus were accompanied by a film team of Gallion Filmproduktion from Mannheim. Not only did they catch the spirit of the Campus on film, but also interviewed speakers. In 11:25min the viewer of the film gets a compressed overview of the event. The documentation is in English yet having German subtitles.

The film can be watch following this link:

<https://youtu.be/1rXeJO7Qogc>



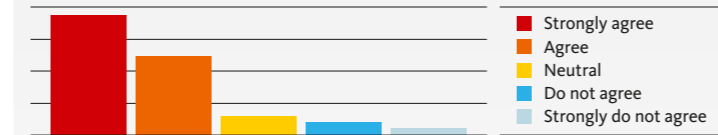
FURTHER PROCESS

SURVEY ON THE RESULTS OF THE UTC MANNHEIM

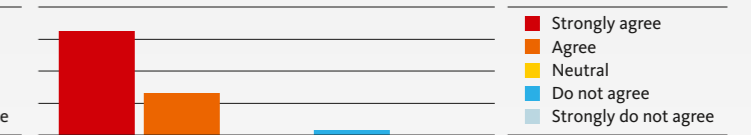
After three days of working on “The City We Need”, including a drafting session on the Mannheim Manifesto at the end, the results of the UTC Mannheim needed to be sent to UN Habitat no later than one week after the event, according to a timetable set by its World Urban Campaign. Only by keeping to this schedule was it ensured that the conclusions are incorporated into the Habitat III process.

The draft of the Mannheim Manifesto, that had been discussed at the Campus on Friday afternoon was a starting point that needed elaborating. For that reason, the draft and the summaries of each session were sent to the participants of the Campus via e-mail to create an immediate feedback loop and to jointly work on the final statement. Additionally an online survey was provided to channel the participants’ feedback, whose structure mirrored the structure of the Mannheim Manifesto draft. With enriching support of the moderators of all the sessions and the coordinator of the protocol writing team, an editorial meeting followed in which the feedback was incorporated in the Manifesto as well as in the UN-Habitat template sent to the World Urban Campaign.

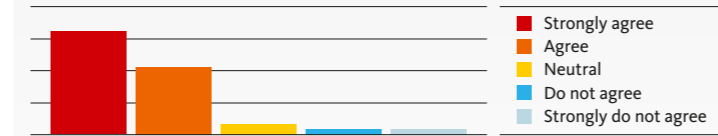
1. Preamble an introduction



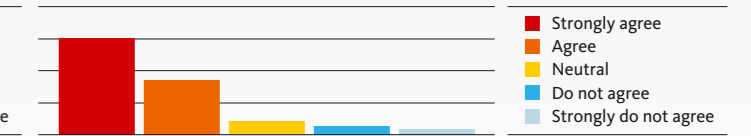
2. The participatory imperative



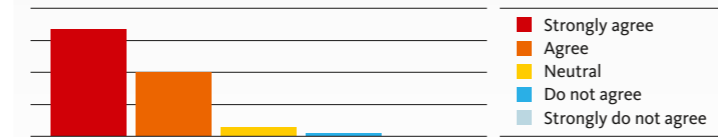
3. Urban citizenship redefined



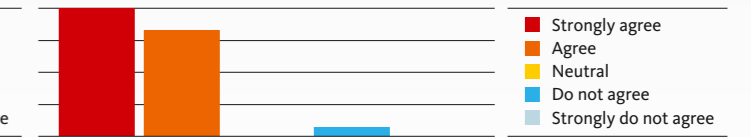
4. The city as global actor



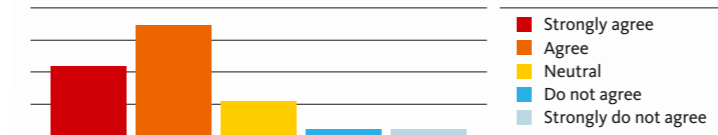
5. The right to resources



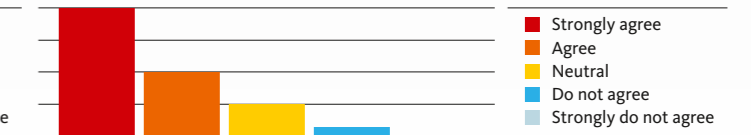
6. The listening city and diversity as reality



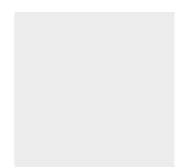
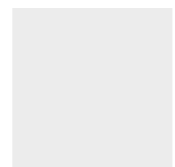
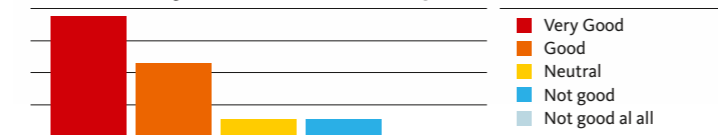
7. Obstacles to “the City We Need”



8. The spirit of Mannheim



8. How would you rate the overall Campus?



INCORPORATION IN “THE CITY WE NEED 2.0”

After a series of telephone conferences, the Drafting Committee of the World Urban Campaign held its final meeting from 29 February to 2 March 2016 in Nairobi (Kenya) and virtually via Webex to finalize the final draft of “The City We Need 2.0”, based on the UTC reports submitted to the WUC Secretariat. The final draft contains ten principles such as a description of ten drivers of change. In the following, all UTC-organizers were asked to revise and comment on the draft.



PRINCIPLES:

1. The city we need is socially inclusive and engaging.
2. The city we need is affordable, accessible and equitable.
3. The city we need is economically vibrant and inclusive.
4. The city we need is collectively managed and democratically governed.
5. The city we need fosters cohesive territorial development.
6. The city we need is regenerative and resilient.
7. The city we need has shared identities and sense of place.
8. The city we need is well planned, walkable and transit-friendly.
9. The city we need is safe, healthy and promotes well-being.
10. The city we need learns and innovates.

DRIVERS OF CHANGE:

1. Governance and Partnerships
2. Planning and Design
3. Finance
4. Land, housing and services
5. Environment
6. Health and safety
7. Economy and Livelihoods
8. Education
9. Technology
10. Monitoring and Evaluation

World Urban Campaign 2016

The results of the Urban Thinkers Campus in Mannheim were largely taken into account. Especially the formulated participatory imperative and citizen orientation play a key role in the final document. Increasing legal and financial resources for cities to meet future challenges was another major point emerging from the Urban Thinkers Campus in Mannheim that was emphasized in the City of Mannheim’s comments on the draft. After incorporating comments “The City We Need 2.0” was adopted unanimously on 16 March 2016 in Prague (Czech Republic).

ROAD TO QUITO

With “The City We Need 2.0” the people involved in the process of the World Urban Campaign, such as organization representatives and participants of the Urban Thinkers Campuses 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. They request the United Nations Conference on Housing and Sustainable Urban Development 2016 to consider their vision and commitments towards the New Urban Agenda.

Since Habitat II in 1996, greater public access and participation in official processes was created. The Habitat III resolution specifically adopted some new rules which allow accredited individuals and organizations to attend and intervene in official meetings, submit written and oral recommendations, organize side events and access official documents. Some representatives of the main organizers of the Mannheim UTC have therefore applied for being accredited and working on (co-)hosting a side event.

IMPLEMENTATION

“Implementing the New Urban Agenda means:

- Urban Rules and Regulations: The outcomes in terms of quality of an urban settlement is dependent on the set of rules and regulations and its implementation. Proper urbanization requires the rule of law.
- Urban Planning and Design: Establishing the adequate provision of common goods, including streets and open spaces, together with an efficient pattern of buildable plots.
- Municipal Finance: For a good management and maintenance of the city, local fiscal systems should redistribute parts of the urban value generated.

With the consideration of:

- National Urban Policies: These establish a connection between the dynamics of urbanization and the overall process of national development.”

www.habitat3.org/the-new-urban-agenda

OUTCOMES FOR THE CITY OF MANNHEIM



URBAN
THINKERS
CAMPUS
MANNHEIM ²

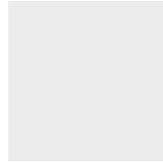
TAILWIND FOR MANNHEIMS STRATEGIC MANAGEMENT

The city administration's orientation towards management objectives and their measurability is a clearly visible progress from a wait-and-see approach to an active role in the sense of good urban governance. In the Urban Thinkers Session on Governance, three points were highlighted as being of the greatest importance for successful city governance: Move towards participatory society and citizen empowerment, strong strategies and long-term visions such as creative, transparent and involving communication. All of them have been incorporated into Mannheim's city strategy.

The keyword "sustainability" as the red thread running through the eight strategic goals for Mannheim was also of high importance for the participants of the Urban Thinkers Campus in Mannheim, which can be shown by the following statements and suggestions that were made:

- Support for the ongoing attempts by Primove (electric public busses) and for a planned ecological logistic park for heavy goods vehicles.
- Increasing use of renewable raw materials and renewable energy for public buildings and spaces.
- Promotion of urban gardening and small-scale agriculture.
- In a broader sense: providing public space for the physical and mental regeneration of the population.





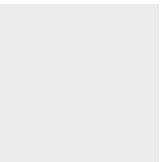
Focusing on the promotion of economic strength the following ideas for the city of Mannheim were collected:

- Support for the constant adaptation, renewal and innovation processes in encouraging different scale enterprises in the urban sphere of influence.
- Promotion of modern yet organic forms of production, services and creative industries.
- Economic diversification and cluster management.
- Support of the start-up culture, but also promotion of innovation by invention funds, engineering centers and business incubators.
- As an ethical contribution of economy: relief for refugees during their start of employment, e.g. through special training programs for young people, (re)qualification projects for adults and accompanying internships. The latter idea could also be adapted to integrate long-term unemployed. Corresponding knowledge and positive experiences have been collected by the city's "Welcome Center".
- Special support programmes for refugees interested in self-employment in traditional occupations as well as funding for innovative entrepreneurs and companies in the digital sector.



Important issues, not only for the resident population, but also for the present refugees, were safety and security, including the continuation of social security.

- Safety and a feeling of being valued and of being home are central requirements for all inhabitants of a city.
- For traumatized people with a refugee background they are of special significance to be able to face the causes of trauma and consequent internal conflicts. This may, individually different, take very long periods of time, but is elementary and access to appropriate doctors, psychologists and interpreters should therefore be free.
- The same should also apply to volunteers, who often face a large number of awful personal reports and difficult situations within a few days. Necessary supervisions and visits to the doctor should be paid by the city (or the public sector).
- Other important areas that need protection are art, creativity and inventiveness. Secured clearances under public auspices should be created.
- Benefits for socially disadvantaged, and in particular families or migrants are to be maintained or extend, i.e. fair-price tickets for public transport or cultural events. This is especially crucial concerning the financial resources and responsibilities provided for cities.
- As counterweights to individualization, anonymization, bureaucratization and digitalization tendencies, the importance of public meeting places used by all citizens and generations was emphasized to facilitate personal contacts, integration and political decision-making processes.
- One focus of social housing should be multi-generational housing, new custom forms of housing with self-management, mixed-use neighborhood associations and the decentralization of social residential spaces, also in rather well-off urban areas.
- Especially families should have an important role in discussions about social justice and be leaders in the planning process as they play a key role in society.
- The idea of lifelong learning is a social challenge, to enable educationally disadvantaged groups of citizens new ways to skills and formal qualifications, and thereby empowering them to take part in political processes, at least at the local level. This approach indicates: Mannheim helps its citizens to maintain difficult phases and situations of life while providing fair living conditions.





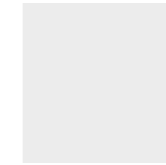
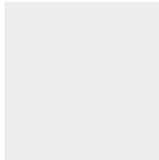
MANNHEIM SETS IMPULSES FOR THE INTERNATIONAL DIMENSION OF THE NEW URBAN ERA

Mannheim was the only European city next to Paris, Palermo and Stockholm to be selected by the World Urban Campaign to host an UTC. International urban scientists and thinkers in interaction with citizens from Mannheim jointly discussed and built the prospects for the city in the 21st century. Thereby Mannheim and its citizens are not only up to date concerning the international urban debate, it rather gives the city the opportunity to foresight upcoming and emerging issues and to react proactively and pragmatically with its own and alternative solutions while gaining a valuable time advantage.

Furthermore, Mannheim perceives international awareness and reputation for hosting an Urban Thinkers Campus, which allows the city to redistribute its visions and to have a stronger voice at higher and international levels.

CONTINUING THE URBAN THINKERS CAMPUS MANNHEIM

The proposal of another Urban Thinkers Campus only for Mannheim needs to be considered, as it poses an attempt to exchange experience and ideas with different civil society groups on future urban development. Additionally, there are chances to integrate peer groups that are difficult to be reached by politics and whose voices are usually not distinctly heard in debates on the future development of cities. Such ideas of a widening of citizens' participation and the creation of new forms of responsibility for the city by its citizens deserve further attention.



GOOD URBAN GOVERNANCE

Its modern strategic management enables the city of Mannheim not only to take a more active role in controlling its objectives and issues, but also to take a stronger stance in demanding more self-governance. The following suggestions were made:

- In urban planning: inclusion of civil society and affected groups of citizens in the decision-making process; mainly related to areas of social housing and neighborhood development
- Extension of the participatory budget approach
- More and faster visible effects of citizens influences on urban development
- Shorter procedures within municipal decision-making processes

The UTC confirmed that, on the one hand, Mannheim uses the advantages of a medium-sized town in Europe, but also, on the other to use the management and network methods of a metropolitan oriented metropolis, for example in cooperation with the regional network organization "Metropolregion Rhein-Neckar". This includes orienting local politics towards management goals, the will to take into account international alternatives (as mirrored through its participation in the Habitat III process), as well as remaining open-minded to the expertise and problem-solving skills of internationally renowned experts. For future challenging tasks, training and talent recruitment programs are needed to motivate talented and innovative people to work at the city's administration. This is especially true for the areas of strategic management, personnel and organizational development, and cluster management in vital economic sectors of the future.

Mannheim's strategic alignment was perceived positively at the UTC looking at aspects of Good Governance and successful steps to a municipality of the future including:

- Strong strategies and long-term visions
- Excellent and innovative leadership systems
- Solid, but flexible and agile administrative structure
- Creative, transparent and involving communication
- Intelligent ICT-supported solutions
- Sound performance control
- Integrated financial management systems

Mannheim is not yet a member of the “City EcoFin Group” and the City Economic & Financial Governance (CEFG) Group, two fora where future-oriented, integrated systems of financial and administrative management of cities are being discussed at a European level.

For efficient communication the following practical possibilities were mentioned:

- Major events in the City Hall N1 (such as a Mannheim UTC).
- Increasing use of digital social media alongside with traditional forms of information exchange, such as local newspapers and door-to-door contacts.

ICT-supported solutions could be substantiated by the following main proposals:

- Enhanced incentives for digitalization in the city as well as in the city administration to benefit from positive effects like “smart city”, “collaborative governance” or “digital voting”.
- Expanding wireless internet access in public areas.
- Exploiting the potential for environmental protection as well as for transport and energy efficiency by means of digital technologies.
- Extension of the practical use of open-data possibilities, for example, via maps on barrier-free access for disabled, current representation of radioactive pollution in urban areas; mapping of insect populations; mapping of possible housing stock for the accommodation of refugees; databases for resources and applications by volunteers.



At the same time, the dangers of digitization (for example data security, commercialization of all areas of life, the information and sensory overload, the increasing helplessness towards algorithms and potential health damages) were discussed. This resulted in a plea for maintaining personal encounters, physical activity and the appreciation of public spaces as a necessary counterbalance to further digitization. Medium to long term, the construction of the following departments within the city administration was regarded as useful:

- “Research, development and implementation of participatory action” to promote democratization for example by including educationally disadvantaged, immigrants and other peer groups that have difficulties in articulating their interests in a strong manner; possibly trendsetting: close cooperation of this department with the economic development department.
- “Concerns and interests of the citizens”, including communication between administration and citizens; contacting directly with local politicians.
- “Youth development” as an expansion of the current unit within the Department “Children, Youth and Family” including spaces, participation and democratic learning.
- “Digital Management”, including resource conservation.
- “Migration, integration and urban citizenship”.
- “Regional Cooperation” for close and fair exchange and problem solving together with surrounding areas
- “International Cooperation” expansion of the existing unit, also feeling responsible for emigration cities of local migrants / refugees and cooperation projects with cities, both within Europe and intercontinentally.





INTERNATIONAL NETWORKING

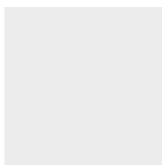
Actions against alignment causes of refugee (for example Mannheim's waste water programme in Hebron) are based on pragmatic experience and perceived as competent and sustainable. Mannheim tries to counterweight right-wing populism with a social and human response to the refugee crisis. The problems emerging from emigration, including the so-called brain drain should be counteracted through networking and providing options for the future (for example, in a few years' time professionals of Syrian origin who have meanwhile been trained in Germany may contribute to the reconstruction of their homeland).

INVOLVEMENT OF THE YOUTH AS A COUNTERWEIGHT TO OUR AGING SOCIETY

The partial neglect of youth interests in Central Europe is apparent at "global level" international events. Cities like Mannheim try to counteract lobbying of older generations by various forms of youth development in education, training and the labour market to improve future prospects. Nevertheless, this future strategy could be made even more offensive with reference to other European and North American cities.

In this sense the Mannheim UTC suggested that a future prosperous city may put a priority of their management, organizational and administrative work on families and youth:

- Generally, all children should have equal educational opportunities regardless of the financial circumstances and the educational background of the parents.
- For early integration and overall social thinking, behavior and actions urban youth representatives should be elected.
- Young people should be involved in youth, sports and cultural facilities through participatory forms decision-making.
- Pro-active forms of support in education and employment.
- Investments in free forms of culture, experimental fields for free thinking and new ways of education.



FACILITATE THE ACQUISITION OF FUNDS

- In cooperation with the German ministries (-> NAKOPA Palestine).
- In cooperation with the European Union (-> Neckarstadt West).
- In cooperation with the UN (possibly in the organization of international conferences).
- Cooperation between the strategic control unit, unit 19s international and representative tasks and STIRN is proven and can be expanded if required.

MASTERING THE REFUGEE CRISIS AT THE LOCAL LEVEL

The most concrete, yet realistic proposals emerged from the Urban Thinkers Campus in Mannheim concerned the following:

- Target segregation of immigrants / new citizens in "their own neighborhoods" to counter the emergence of parallel societies; decentralized housing and integration policy involving wealthier neighborhoods, urban environs and rural regions.
- Development of networks for counseling and medical care of immigrants and refugees, in particular consisting of interpreters and multilingual doctors and psychologists; Systematic ways of inclusion in health insurance and creation of funds for integration (for example for necessary legal advice). Similar structures should also be available for voluntary workers.
- Promoting contacts with the resident population: establishment of meeting places in the city center, but also in the suburbs, especially for young people to exchange views.
- Using experiential and practical advice of volunteers for administrative policy.
- Long-term persistence of a solid number (about 500) of refugees in Mannheim.
- Increasing the liability and number of German courses for refugees.
- Reduction of forms and bureaucratic detours; creation of more foreign-language forms, especially in the early formal writings.
- Use of digital technologies for integration, particularly for young refugees, for example assistance in filling out forms, in orientating in the city, apps including advices etc.
- Possibilities for practical guidance and accompanying work.
- Use of multilingualism as a comparative advantage in the labor market.
- Increased use of culture and art, especially music, theater and sports as integration factors.
- Provision of affordable housing outside the refugee quarters for refugees settling in Mannheim.
- Intensification of the "integrational knowledge" of the urban population for integrating of new citizens (for example through multicultural festivals (Barcelona) or working groups).

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Editorial Staff

Strategische Steuerung, Stadt Mannheim
Christian Hübel
Christina Weber

SOKRATES –

Wissenschaftliche Dienstleistungen, Mannheim
Günther Koenig & Team

Proofreading

Larissa Weigel

Photos

Andreas Henn

Layout

BF G710
Stefan Jantzen

Lead Organization

Studieninstitut Rhein-Neckar gGmbH

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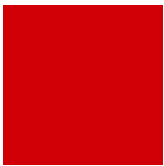
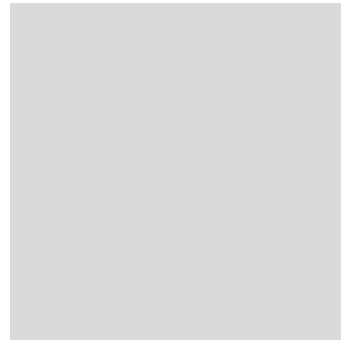
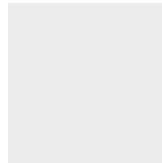
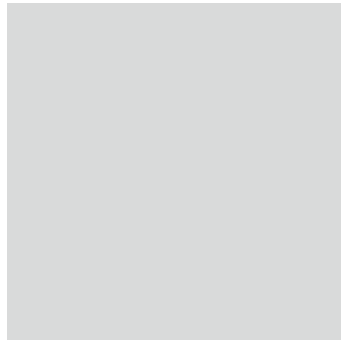
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Contact:

City of Mannheim
Department of Strategic Management
Town Hall E5 | 68159 Mannheim
Germany
Tel +49 621 293-6660
Fax
christian.huebel@mannheim.de
www.mannheim.de