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Urban Thinkers Campus in figures

- **23 COUNTRIES REPRESENTED**
- **480 PARTICIPANTS**
- **156 ORGANIZATIONS**

6 CONSTITUENT GROUPS REPRESENTED:
- Indigenous people
- Parliamentarians
- Researchers & academics
- Farmers
- Business & industries
- Children & youth
- Professionals
- Grass-roots organisations
- Media
- Trade union & workers
- Women
- Foundations & philanthropies
- Civil society organisations
Introduction to the Urban Thinkers Campus

In Mannheim, from 17-19 February 2016, 480 participants gathered to explore ‘Urban Citizenship in a Nomadic World’ as part of UN Habitat’s Urban Thinkers Campus (UTC) process. The UTC in Mannheim was intended to inform The City We Need 2.0, and ultimately the New Urban Agenda, to be adopted at the UN Conference on Housing and Sustainable Urban Development (Habitat III) to be held in Quito/Ecuador from 17-20 October 2016.

The Mannheim UTC in all its diversity and representing a high range of interest groups endorsed these goals and aims of ‘The City We Need’ including for cities to be: healthy, regenerative, affordable, equitable, economically vibrant, walkable, well-designed, well-managed and crucially distinctive. The essential contribution the UTC wishes to make is that the concept of the ‘common good’, ‘justice’ and ‘legitimation’ must be highlighted as overarching themes. Cities have to be self-governed and they require both the jurisdictional authority and the financial resources to realize its obligations and to contribute solutions to global problems whose impacts are downloaded locally.

In the new interdependent world the new norm is nomadic, there is mobility and not only for people, but 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 the North and South. More than 60 million refugees and some estimate up to a billion other people are in motion. This creates challenges for arrival as well as departure cities. There are also frenzied finance 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.

In deliberating these urgent issues at our UTC in Mannheim, 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.
The UTC in Mannheim in its different workshops addressed all 9 principles of the prescribed format “The City We Need”. The following table shows the key recommendations deriving from the Chapter ‘The Spirit of Mannheim’ as part of the Mannheim Manifesto linked to 3 of the 9 principals. Additionally, 4 new defined principles which especially arose from the Constituent Groups ‘Local Authorities’ and ‘Research and Academia’, are filled into the “Matrix of linkages” as essential new results.

Matrix of linkages - TCWN 1.0 vs. new recommendations

<table>
<thead>
<tr>
<th>The City We Need is…</th>
<th>Linkage to these new recommendations</th>
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</thead>
<tbody>
<tr>
<td><strong>SOCIALLY INCLUSIVE</strong></td>
<td>1. City as place of ... anchorange and distinctiveness ...</td>
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<tr>
<td></td>
<td>- New kind of legitimation for cities: right to assign the citizenship to everybody living there, permanently or temporarily, regardless of born in the town, migrant or refugee.</td>
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<tr>
<td></td>
<td>- For refugees who have stayed for a longer period of time already: the city should prepare affordable accommodation outside the refugee quarters.</td>
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<td>2. City as place of ... of possibilities:</td>
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<td></td>
<td>- Participation and democracy; visible impact on policy; accelerated policy and decision making processes</td>
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<td></td>
<td>- Encouragement of modern and even radical innovative thinking</td>
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<td>3. City as place ... of connections:</td>
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<tr>
<td></td>
<td>- High availability of meeting centres for old and new citizens, esp. for young people and refugees</td>
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<td></td>
<td>- Digital voting to strengthen participation and democracy</td>
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<td>4. City as place of learning and self-improve; young people feel as full citizens:</td>
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<td></td>
<td>- Innovative partnership between enterprises, schools and other training-oriented organisations</td>
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<td>- Appropriate qualifications for the labour market</td>
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<td></td>
<td>- Easier access to work for refugees, e.g. by accompanied internships in companies, by a city-supported start-up culture and integration into incubator schemes for innovative businesses</td>
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<td>5. City as place of inspiration:</td>
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<td></td>
<td>- Investments into free forms of culture and new ways of education</td>
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<td></td>
<td>- Training for skilled professionals to consult communities.</td>
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<tr>
<td><strong>WELL PLANNED</strong></td>
<td>6. City as place of added value and economic drive on an ethical value base:</td>
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<tr>
<td></td>
<td>- More social housing in cooperation with the private sector</td>
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<td></td>
<td>- Fair-price tickets for public transport and cultural events.</td>
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<tr>
<td><strong>A SAFE CITY</strong></td>
<td>7. Citizens want their city, to be a place of the rule of law, but also where the rules are under constant scrutiny and innovation:</td>
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<td>- Protection: sheltered feeling for free innovative creativity</td>
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<td>- Protection: secured feel esp. for refugees to overcome their traumata</td>
</tr>
<tr>
<td></td>
<td>- Free access to doctors, psychologists and/or interpreters, also for volunteers.</td>
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</table>
plus 4 new defined principles:

The City We Need …

... ACKNOWLEDGES AND ENPOWERS CITIZENS

To reach this aim, the city should create platforms to facilitate dialogues and search actively for the potential of people who are usually not involved in political procedures:

Establishment of new forms of citizens’ engagement and participation

Enabling and empowering all citizens equally, regardless of origin, sex, nationality, age, religion, sexual and gender identity, disabilities or resident status

New definition of citizenship: not only people being registered, but all people living in the city are full members of the local community

New administrative procedures, which allow more flexibility and informal solutions, in order to meet serious and suddenly arising problems

Participatory Good Urban Governance helps creating a positive image and identity of the city thus making the citizens proud to support and work for, as volunteers.

... 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:

Contribution of cities to international development through city-to-city cooperation; therewith raise of living standards and reduction of inequalities

Acting of cities in global networks in order to balance decisions and to support each other.

... ACCEPTS THE ‘DOWNLOAD’ ONLY WITH RECEIVING THE CORRESPONDING RESOURCES

Cities are the places where challenges occur and solutions are developed; cities are experts in pragmatic problem solving:

To enable cities to do their human-related tasks – downloaded from higher governmental levels - adequate financial resources and corresponding competences have to be made available

 Provision of expert knowledge and experience.

… COOPERATES WITH ITS SURROUNDING AREAS

Both ‘players’ are interdependent; they provide resources for each other.

Key outcomes of the UTC

The following main themes emerged from the UTC in Mannheim:

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-centered 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 for a higher self-governance and the 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 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 ‘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.

### Key recommendations

**According to ‘The Spirit of Mannheim’:**

Whereas the tasks and duties to be governed by a city continuously increase, and the need for a higher self-governance and self-determination of cities is becoming obvious, the financial situation remains unsolved. In this sense, also a systemic reaction on the financial side is asked for, which means that a much higher “download” of money from the national and federal state / provincial level to the municipality level has to accompany the download of tasks to be accomplished by cities.

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, i.e. the city of Mannheim, to be a place …
… 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.

… 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 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.

… of connections internally and to the wider world … For the physical life, the UTC in Mannheim recommended the higher availability of meeting centers 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.

… marked by good urban governance … The wish to make the world better is not enough. You need to be successful and therefore you need a good governance. From the 12 main points of good governance after a survey three were highlighted: Move towards participatory society and citizen empowerment, string strategies and long-term visions, creative, transparent and involving communication.

… 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.

… 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.

… 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.

… 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 in the long-run to overcome their traumata. 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.
Key actors

**Related to key recommendation 1:** city administration; mayors; departments for international affairs, departments for (new) citizens’ and refugees’ affairs.

**Related to key recommendation 2:** on national level: minister president / chancellor; national / federal governments, parliamentarians on national / federal level; financial ministers, financial authorities; on federal state / provincial level: federal-state resp. provincial governments; on municipality level: lord mayor; municipality parliament; city administration, esp. financial departments; mayors; majority of citizens with political awareness.

**Related to key recommendation 3:** city administration; mayors; departments for international affairs, departments for (new) citizens’ and refugees’ affairs; civil society; self-organised and self-help groups of citizens, also of young people and refugees; digital specialists in the public administration and from the civil society.

**Related to key recommendation 4:** city administration; mayors; city counsellors.

**Related to key recommendation 5:** city administration; mayors; departments for culture and education; departments for (new) citizens’ and refugees’ affairs; city councillors; representatives of the cultural as well as the teaching/learning sphere; civil society, self-organised groups of citizens.

**Related to key recommendation 6:** federal /national governments, esp. ministries of construction; city administrations; mayors; departments for social affairs and employment, urban housing associations.

**Related to key recommendation 7:** city administration; mayors; departments for international affairs, departments for (new) citizens’ and refugees’ affairs; departments of culture, free cultural scene; departments for order and security; networks of doctors, psychologists and interpreters; associations of volunteers; civil society.

Outstanding issues

Especially in the Constituent Groups (CGs) of ‘Research and Academia’ as well as ‘Local Authorities, Government, Parliamentary’, amongst others, the topics and terms ‘identity’ and ‘citizenship’ were discussed intensively. Both terms will get enriched, broadened but probably also more complicated in a more and more nomadic world. As an outstanding issue the following questions wait for a more extended discussion: Who defines the identity of a city? What makes the individual feel connected to the city? How can diversity and identity come to a community-oriented form of ‘overlapping’? How will ‘citizenship’ be defined within the framework of an open-minded, inclusive and legal-based municipality?

In all CGs and Urban Thinkers Sessions (UTSs) questions about the core problem of how to involve old and new citizens more into the urban-democratic processes were debated. There might be new chances e.g. by activating modern applications, e.g. digital voting, for different target groups, which normally stay aside of participatory procedures. So these questions around the focus of more flexible and citizen-oriented forms of participation, legitimation and active democracy are in need of further discussion and scrutiny.

Not as focal topic but in the background of many workshops the question was appearing of what could be done with people who are unwilling to learn inside the receiving culture or to integrate into a participatory system. This will be a crucial problem especially when migrants or refugees come from cultures which ignore or even deny Rousseau's Social Contract, the legal constitutional status of a country (as the ‘Grundgesetz’ in Germany) and the participatory principal of democracy in general. An offensive and prejudice-free discussion about this problem has to take place in order to meet the reservations in the receiving society, the hidden attacks against women’s rights as well as the installation of ghettos and parallel societies especially in city quarters.
Diversity will become a characterizing part of towns in the future also partly in difference to the more rural areas. In many discussions during the UTC in Mannheim this topic has arisen and is still asking for a well-balanced solution. This should allow on one side the freedom of cultures, different parts of the civil society and many more aspects of diversity, but on the other side it should also take over a guarantee for the multi-fold tolerance in between all inhabitants without endangering the common basis and the cohesion of the city society.

The City We Need will take over even more necessary tasks than today from the federal/provincial and the national level, thus being the place of experiments and the successful identification of innovative and reality-based solutions of the future. Not only in the more legal field of self-governance, democracy and participation, but also in the financial area concerning the procurement of resources and the fair distribution of tasks, the question was tackled of how the rights of cities towards federal states / provinces and national government can be strengthened and how the download not only of work but also of budgets can be executed. Especially these questions need cooperative willingness from higher public levels and much broader space for debates in between all responsible stakeholders.

Several future-relevant topics with internet and digital background were discussed mainly in the Urban Thinker Session of ‘Digital Life’ and circulated especially around the question: Where are chances and limits for the use of Open Data within the city administration? Caused by the limited time no final answers were found; but the topic will remain on the agenda within the city administration of Mannheim. The international level of networking and cooperation between cities was discussed in several workshops and can be summarized by the question mark, in which ways modern virtual technologies might be able to lower the problems between countries and cities of emigration and immigration.

Especially the workshop of ‘Children and Youth’ was discussing the role of families and all other forms of taking care of and educating children (e.g. patchwork families, single educators). So, there were many questions elaborated which need further debates, e.g.: How can families, seniors and youth be regarded and addressed as important stakeholders for the future of a city community? How can they find forms of self-organisation and representation in order to be incorporated into official decision-making processes within the municipality?
Urban solutions

1. SOCIAL INCLUSION

For the further development of towns in order to become socially inclusive, many ideas were generated. In general, this was the most productive chapter. The ideas, solution approaches and recommendations can be summarized under the following headlines:

**Widening the legitimation to stay in a city**
All people living within the boundaries of the city should be bestowed with an official status as citizens assigned by the city administration regardless of their nationality, political status or other factors like origin, sex, age, religion, disabilities, sexual resp. gender identity. This will be preceded by capacity building programmes and integration measures such as language courses, political and cultural assimilation aids. These programmes will be organized and carried out for a big part by the citizens themselves on a mainly voluntarily basis. Upcoming crises should be considered and regarded as chances to challenge and enhance the existing system and learning thereof. This forms one central key for future global urban development.

**Creation of new forms of participation**
The city must become more participatory in the sense, that policy making processes must involve a considerable share of the overall population of the city. The participation of the citizens must have a visible impact on policy. Policy making processes should be accelerated, to give the citizens the opportunity to follow the developments without losing the purposes and objectives out of sight due to a crawling administrative pace. Thus, an atmosphere of possible interference is produced, which will lead to new forms of motivation and engagement in the citizenship-oriented city. This also includes basic democratic approaches and experiments to higher the responsiveness of citizens.

**Active Listening to the citizens**
The core of the idea is not only about the votes – it’s about hearing the voices. Shortly spoken: All people with a stake in the city should also have a say. There is a good chance also on the level of the quarter management: To hear the voices of the mostly unheard

Furthermore, the city administration should act as a communication centre skilled in active listening for all kinds of citizens’ requests, complaints, needs, proposals, initiatives as well as for voluntary and self-administered activities. Thus, it should give regular opportunities for the citizens, citizens’ groups, organized forms of the civil society, but also representatives of firms and entrepreneurs to interact with the political leading persons in an un-bureaucratic manner.

Families and children-educating persons (in all different forms) should be regarded as important stakeholders for the development of a town.

**Opening departments for citizens’ complaints, interests and/or integration of new citizens**
Although public offices in the municipal administration of many cities worldwide are already open for complaints or proposals for improvement, a nomadic world will need a wider formal structure where the interests of citizens are collected and/or new citizens are guided towards a new legal status and support for integration. Principally, also people without legal status have to get an address where to go to.

**Integration of migrants and refugees as chance for the future:**
Free German language courses for refugees should be provided; also universities should prepare courses for refugees. An important role will play the creation of meeting points and other opportunities of communication between young people of various social backgrounds, also young refugees. There should be a listening to the needs of the volunteers. Also the potentials for digitalization for both, support in integration and motivation of young migrants resp. refugees should be actively promoted (v. Chapter 18.8). Furthermore, arts, culture and sports are important integration factors.
Circles of (English speaking / multi lingual) 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 are needed. Also for volunteers, psychological support should be provided.

Additionally, the following positive factors for integration were identified:

- For several reasons a fast work permit is very important: Work allows earning a living, supporting the family and contributing to the society. Last but not least, it helps to raise self-esteem.

- The main stakeholders of the labour market should be brought together in a more creative and innovative way: taster courses at vocational training centers, supervised internships in companies, contact to firms in areas (e.g. restaurants, hotels etc.) with high need of labour force.

- The volunteers play a decisive role in the arrival and integration process.

- Forms in different languages as well as ‘You-YouTube-Tutorials’ can support administrative procedures.

- Installation of WLAN in public areas can enhance the self-activation of refugees.

2. FACTORS OF GOOD CITY PLANNING

This chapter was tackled in almost all workshops. The following frequently mentioned ideas can be summarized:

Short distances
A modern, attractive city should have many everyday destinations in a walking distances, good public transport connections and, in general, short ways within its quarters.

Planning related to quarters and economic clusters
A lot of city planning is oriented to quarters and economic clusters. Any kind of segregation and ghettoization in the quarters and suburbs should be avoided. This includes enough public spaces especially for the young.

Involvement of civic society and civic organizations in planning and formation processes
Investments in the development of social living quarters should be highered. Inappropriate cleaning and/or demolition processes can be avoided by participation of citizens. Planning must include older parts of the city without neglecting the modern infrastructure.

Working with participatory budgets
Citizens should be involved into financial decision-making processes of the municipality. Also, the spending of tax money by the city administration should become more transparent. Another recommendation aims at a restructuring of the tax systems in favour of the poor, but also in direction of more fairness and less bureaucracy for enterprises.
3. CONTRIBUTIONS TO SUSTAINABILITY AND REGENERATION

This topic found less feedback in the workshop sessions and had also many interfaces to the topic of health in chapter 18.7. Some point yet should be highlighted:

Creation of environmental awareness
Esp. young people should get training and empowerment related to the responsible use and consumption of resources.

In a similar sense, the city and its administration should take care of the natural resources in the municipal area.

Extended use of renewable energy and sources
An increasing part of inner-city public transport and municipality owned cars could run without petrol-based fuel; additionally, a higher surface area e.g. on roofs in propriety of the municipality could be used for the generation of solar energy.

4. ECONOMY AS FACTOR OF STRENGTH, IDENTITY AND INCLUSION WITHIN A CITY

This topic was often interlinked with others of the nine principles, but there was a common agreement about the decisive role of the economy, based on large- and small-scale enterprises, for the financial strength and social potentials of a town.

Promotion of innovative economic fields, start-ups and incubators
In this field also the encouragement of self-employment, e.g. for refugees, could bring long-term positive results. The multilingual potential of refugees can be a comparative advantage on the labour market.

In innovative fields of business some special support for refugees within the existing incubator schemes could not only create financial benefits, but also new employment.

City support for employment as well as for education, vocational training and work
Financial schemes should be invested in, e.g. in form of financial contributions for sustainable employment in low-salary branches, but also for vocational education and training. Especially for persons who have difficulties to enter the labour market like refugees, special subsidy formats for internships and the first months of work in a firm should be developed. In Germany the support schemes of the Employment Agency should be extended and customized for the actual target group of young refugees so that successful co-operations between the private sector, the Chambers, the municipality and the Employment Agency can be initiated.

Modern and digital technologies as steps towards a knowledge-based society
Cities should give incentives and training opportunities for citizens to accept the digitalization of the city and to become more digitized. There is a high potential for digital support in integration. It will also stimulate the motivation of young refugees.
18.5 Singular identity and sense of place
The chapter of identity, self-identification and legitimation was broadly discussed in the workshops. Due to the fact that the city’s image and identity are always in a dynamic, changing process – which will even be more accelerated in the future of a nomadic world –, the recommendations have to be formulated in a careful way:

Development of a common identity
The individual citizen’s identity is not the city’s identity; so a common identity and an identification of the citizens with their town has to be fostered by education, awareness-creation and common activities.

18.6 Protection and safety
This field remained as the smallest one, discussed at the UTC.

Protection without ‘Polizeistaat’
Beside all current critical on-goings, the majority of participants agreed to the upkeep of a free and open city community, which keeps the distance of over-controlling regulations, totalitarian tendencies in the population and the so-called ‘Polizeistaat’.

On the other side the importance of protection esp. for human rights, women and cultural activities was stressed.

18.7 Factors to make a city more healthy
This topic was tackled in a minor by the UTC-workshops in Mannheim and often had overlappings with the Needs of other Chapters, esp. with the field of environmental protection (v. 18.3). The following points were discussed more in detail and mostly stood within the context of families, children, youth, culture and education:

- Opportunities for relaxation in green areas and parks; provision of clean air and drinkable water; low entrance fees for parks
- Support for sports clubs
- Advertisement for a more self-moving city society
- Local food production as well as the respective promotion and incentives
- Healthy rooms for recreation in form of public spaces and natural areas
- Open and self-administered rooms for self-development and realization of citizens’ creativity and talents
- Easy access to health facilities and into the health system, also for refugees.

18.8 Aspects of an affordable and equitable life in the city
This principle stood in narrow connection to the first one and produced many points of discussion.

Meeting rooms and opportunities
Possibilities to meet people from different backgrounds, also refugees, should be supported.

Orientation towards family and children
Supported by the factors of resources, identity and fair access to non-formal and formal learning venues a City makes especially families and children feel at home.

Fostering learning, education and training
In the field of learning, education and training a future-oriented city provides equal chances for children, regardless the income situation and the educational background of parents. Additionally, it gives empowerment to the youth in form of participation of children and young people in the framework of their concerns.

Weak persons, also in a broader sense like refugees, should be encouraged to learn and to qualify themselves for the world of work. They should also be guided to learn for formal qualifications and certificates.

New ideas and even radical proposals should be heard and taken serious as potentials for innovation and serving the common welfare. All social strata and educational backgrounds must have a voice and find open ears for their needs and proposals.
Fostering of social housing
There should be advice and support for reaching self-sustainable housing, regardless from the social background of the inhabitants. New approaches will expand the number of multi-generation houses and mixed-used neighbourhoods. To avoid segregation social housing should also be part of ‘rich districts’.

18.9 City management at a municipal level
For Mannheim as a middle-sized town this chapter was often discussed, also in a dialectic form, because the municipality government of the city should also be based on the manifold positive experiences which derive from the limited size of the town (more flexibility in governance, short distances, easy contacts, etc.). A bit future-oriented task will be the interconnection with other towns to foster support and exchange of experiences on a national, continental and international-global level. The summarized recommendations focussed on the following aspects:

Self-governance and self-organization
The new responsibility of cities to contribute to solutions of global problems requires both the jurisdictional authority for a higher self-governance and the material resources to realize its obligations. The City should work hard to reach a high degree of self-determination and self-organization, also to provide a wide range of opportunities for its citizens. Flexible administrative structures should be created in order to be open for changes and foster a dynamic city development. For the internal organisation well-balanced forms of countervailing influences as well as bottom-up and top-down-approaches are in function.

Best-practice orientation
By its modern and innovative character a future-oriented and network-linked town is always looking for best-practices solutions around the world. To adapt them

Networking with other cities on national and international level
A close interrelationship with other cities and neighbouring towns inside the country should be promoted. Neighbouring cities and areas need to be considered as partners in development and not as competitors in the first place. Joint opportunities and the promotion of opportunities will serve as a positive factor in the mutual and equitable development of the whole region. This bullet point was estimated very high, and thus added to the ‘New-Need-Principles’ as it is shown in the Matrix under Chapter 13.

On an international level an active town will be member in different city-networks, also combining ‘departing’ cities of refugees with the arriving ones. Inspirations can also be received in networks, e.g. for city planning, education and research, economic clusters and business promotion.
List of all countries present

1. Australia
2. Bangladesh
3. Canada
4. Chile
5. China
6. Colombia
7. Denmark
8. Finland
9. Iceland
10. India
11. Ireland
12. Italy
13. Mexico
14. Namibia
15. New Zealand
16. South Africa
17. South Korea
18. Sri Lanka
19. Netherlands
20. United Kingdom
21. United States of America

Speakers

**Michael Nolan**, Inaugural Chair, UN Global Compact - Cities Programme

**Uncle Colin Hunter**, Wurundejeri Tribal Council Elder.

**Martin Bean**, Vice Chancellor and President, RMIT University.

**Ralph Horne**, Director, UN Global Compact – Cities Programme, Deputy Pro-Vice Chancellor for Research and Innovation, RMIT University.

**Tim Costello**, CEO, World Vision Australia.


**DOUGLAS RAGAN**, Chief of Youth and Livelihoods, UN-Habitat.

**Toby Kent**, Chief Resilience Officer, 100 Resilient Cities - Resilient Melbourne.

**Steve Chadwick**, Mayor, Rotorua Lakes Council (New Zealand)

**Martin Thomas**, CEO, Habitat for Humanity Australia.

**John Watson**, Cities Editor, The Conversation.

**Cezar Busatto** (by video), Chief Resilience Officer, City of Porto Alegre (Brazil)

**Robert Doyle**, Lord Mayor of the City of Melbourne (Australia).

**John Fien**, Director of the Swinburne Leadership Institute, Swinburne University of Technology.

**Austin Ley**, City of Melbourne.

**Robyn Waters**, The International Real Estate Federation.

**Brendan Barrett**, UN Global Compact - Cities Programme.


**Carmel Guerra Oam**, CEO, Centre for Multicultural Youth.

**Ramesh Kumar**, General Manager of Social Participation and International Affairs, AMES Australia.

**John Van Kooy**, Senior Research Officer, Brotherhood of St Laurence.

**Danielle Curry**, General Manager of Retail (Victoria & Tasmania), ANZ Bank.

**Liz Johnstone**, Associate Director – Sustainability, AECOM.

**Maree Grenfell**, Resilience Coordinator, Resilient Melbourne.