

Mein
HANNOVER
 **2030**

It's a great city to call home



**CITY DEVELOPMENT PLAN
'MEIN HANNOVER 2030'**

CONTENTS

INTRODUCTION 4

I THE CITY DEVELOPMENT PLAN IN BRIEF: 10 POINTS 6

II THE PLAN TAKES SHAPE 10

III THE OUTCOME OF THE CITY DIALOGUE 20

1 ECONOMY, WORK, SCIENCE AND THE ENVIRONMENT 20

Raising and developing Hannover's profile as a business location 21

Internationalising and developing Hannover as a centre of science 24

Maintaining high quality of life and open spaces 25

Promoting sustainable development 28

Reference projects 30

2 HOUSING, AMENITIES, GETTING AROUND AND BUILDING CULTURE 32

Creating homes for all 33

Strengthening amenities throughout the city – in the city centre and the suburbs 35

Promoting sustainable ways of getting around 37

Enhancing the 'building culture' 39

Hannover is a sporting city – fit for 2030 40

Reference projects and reference areas 41

3 EDUCATION AND CULTURE 44

Focusing on Individuals' educational background and paths 45

Supporting neighbourhood facilities for culture and education 47

Involving everyone in culture 48

Reference projects 50

4 INCLUSION, INTEGRATION AND PARTICIPATION 52

Fostering a culture of welcoming and recognition 53

Making the city more inclusive 54

Supporting neighbourhood development that suits elderly/ageing people 57

Making neighbourhood infrastructure more family-friendly 58

Greater gender diversity – strengthening the sense of identity 60

Changing perspectives: young people enliven the city 61

Ensuring participation in spite of poverty 63

Reference projects 64

5 FINANCE 66

Reference projects 69

6 CITY ADMINISTRATION 2030 70

Reference projects 74

IV THE PLAN IS BECOMING REALITY 76

V ANNEX 78

ECONOMY, WORK, SCIENCE AND THE ENVIRONMENT

HOUSING, AMENITIES, GETTING AROUND AND BUILDING CULTURE

EDUCATION AND CULTURE

INCLUSION, INTEGRATION AND PARTICIPATION

FINANCE

CITY ADMINISTRATION 2030

To the people of Hannover,

When the Council called upon the city administration to draw up a city development plan, some things were certain for all involved: the plan should be created with the genuine participation of Hannover's citizens; it should harmonise with goals, plans and programmes that have already been adopted; and it should be achievable with the available resources. These requirements are met by this draft of the 'Mein Hannover 2030' [My Hannover 2030] city development plan. The plan describes goals, strategies and specific reference projects for urban development in all fields. It creates a guiding framework, reflecting the ideas, wishes and interests of the inhabitants, for planning and political action in the years ahead. And, being extremely open to new developments, it ensures that the adopted goals and priorities will be pursued diligently. With this plan, the future of our city will be shaped even more purposefully, effectively and, importantly, closer to the needs of its people. In times of change, it will give the development of the city direction and movement.

The plan is largely based on the Status Report initially drafted by the city administration and on the subsequent 'Mein Hannover 2030' City Dialogue. The Status Report is valuable and helpful because it describes Hannover's current situation from the [interdepartmental] viewpoint of the entire city administration, which is more than the sum of individual responsibilities. Furthermore, this description of the starting point shows that large-scale City Dialogue should by no means be conducted as a 'crisis talks', but rather as a dialogue about opportunities.

Today we can say that the dialogue itself was very successful. When have we ever before talked together so intensively, creatively and in such great numbers about the future of our city? In roughly 200 events and in a process of online dialogue, thousands of Hannover's citizens discussed widely varying issues concerning the future, formed their opinions and put forward their ideas and expectations. I am sure that many more people are interested in the outcome of our extensive City Dialogue. I extend my heartfelt thanks to all of you. It is encouraging to sense such keen interest in Hannover's future.

Taking a 'journey through time' into Hannover's future on the following pages is extremely worthwhile. It will lead you to specific destinations, ideas and exemplary projects [reference projects]. And it paints a picture of a city – which we have distilled into 10 points [see page 6] – that knows its advantages and is a home for people who agree on many things. We are therefore quite certain that the great [and in some cases] unique strengths of Hannover will be preserved and expanded. For example, people set great store by our large areas of green space, social balance, exemplary local public transport and good public services. And: Hannover is clearly affirmed as being a growing, international city that is just as clearly committed to an appropriately cosmopolitan approach. We are friendly and helpful to newcomers to our city. And we are prepared to invest in intelligently planned growth.

Growth will become an even more central issue than in the past. For we are experiencing a flow of migrants of previously unforeseeable dimensions, the duration of which cannot be predicted. I am convinced that we will meet the associated challenges and ultimately benefit both economically and culturally from increased immigration. As a global trade fair centre, Hannover is an ideal place in which to integrate new citizens.

For the 'Mein Hannover 2030' City Development Plan, experts within the city administration have viewed and evaluated all the suggestions and ideas and reconciled them with existing plans and available resources. Suggestions arising from the dialogue were discussed in detail in the administration and, to a large extent - as can be seen from the outcome matrix – included in the plan.

One thing is certain: even after the Council decision on the City Development Plan, we will continue to talk to each other about Hannover's future. We will not let the productive interaction between the municipal administration, government and the urban community peter out. Discussions are highly valuable precisely because the thread of communication can easily get lost in cities. Although metropolitan areas thrive on opposites, they are better places to live in when people seek common ground and participation. Then we in Hannover will be able to say, both now and in the future: it's a great city to call home.

Stefan Schostok

Stefan Schostok
Mayor and CEO



I The City Development Plan in brief: 10 points on city development until 2030

You can read about the goals, strategies and reference projects as developed from the outcome of dialogue and the work of the administration, in full and in detail, from page 20 of this brochure. In this previous section, the **foundations, direction and goals of the plan will be summarised very briefly, distilled into 10 points**. They arise from the five Areas of Action with five Cross-Sectoral Issues that were previously identified as a foundation, and run through the entire plan as an ordering principle [see also page 10]. In them you can also see the 10 most important challenges for the future that emerge, taking the special **qualities of Hannover** into account.

As a grassroots consensus between local inhabitants, politicians and the administration, this can be seen as a clear vote of confidence in Hannover as a growing city. It has already been predicted that at least 20,000 more people will be living in Hannover by 2030 than at present. In view of the **dynamic new influx of migrants**, the extent and duration of which cannot yet be foreseen, the population increase in the years ahead will be much greater. The guiding question of **'How do we want to grow?'**, which was posed in the City Dialogue and formulated before the increased immigration, is becoming an even more **crucial issue for urban development**.

For many years, Hannover has coped with its steady population growth well. If more people come than expected, they too will be a bonus for the city – despite all the associated challenges. Wise handling of this growth will now take on greater importance, although its significance will not be fundamentally different. Ultimately, migration and successful integration mean that the number of inhabitants will be the first thing to grow, followed later by the economy and the labour market.

The city's past development – and also, very clearly, the outcome of the City Dialogue – indicate that growth is not understood only in economic terms. Instead, the key issue is **growth that is sustainable**: neither socially nor ecologically destructive.

1 Land management

When the population and the economy grow, the municipal area does not get any bigger. There will therefore be increased competition for available land. Whatever the land use – homes or business, green space or amateur football fields – it will be possible to meet some needs by developing and improving spaces. And even closer cooperation with the Region Hannover authority will **create more new space for growth**. However, existing commercial locations will be protected in the future. New commercial space will be designated, and more mixed residential and commercial use will be permitted. All of this will be subject to stringent standards for neighbourhood and environmental compatibility, and will be regulated accordingly in land use plans that must be developed from scratch.

Increased competition: homes or business, green space or amateur football field?

Population increase and the guiding question 'How do we want to grow?'

2 Building homes

Hardly anything would put at risk public acceptance of integration and growth more than drastically reducing the availability of residential land. Hannover's housing market is currently **strained, but not at breaking point**. Everything possible must be done to avoid conflicts over affordable homes between local residents and new arrivals. The creation of new residential properties will therefore be pursued vigorously. At least 1,000 new homes are expected to be built in 2016. The **city and the housing sector** are currently cooperating intensively on follow-up plans and initiatives to ensure at least the same annual level.

At least 1,000 new homes are to be built in 2016.

3 Education

More people means more children, which adds up to a more promising future? This will apply only if the availability of childcare and education can keep up with this trend. The aim is for Hannover to have continuous, 'end to end' **childcare and education provision** for all children, young people and adults, regardless of language and origin. The already high quality of education will be maintained and successively improved even though the current influx of migrants entails transitional improvisation. The stated goal is for the availability of childcare, school and adult education places to keep pace with changes in population. This also implies that educational programmes, especially outside schools, must be tailored to the individual education needs and goals of the local population.

4 Getting around

As before, cars will not be demonised in Hannover's future. But green spaces will definitely not be sacrificed for new roads either. A growing share of limited road space will be devoted to environmentally friendly ways of getting around. This will, to a certain [and reasonable] extent, have to be at the expense of conventional car traffic. The fact that, as elsewhere, Hannover has an ever-increasing number of residents who walk, cycle or take part in car-sharing schemes will be reflected in **travel-related planning**. The city will also meet the expectation, which was clearly expressed in the dialogue, that local public transport should be further improved. And as a major logistical hub, we will intensively seek effective and emission-free solutions for transporting goods and for deliveries. Our once 'car-friendly city' will not declare war on cars, but will become more environmentally sustainable and liveable yet modern.

Cars will not be demonised. The goal is environmentally friendly means of transport.

5 Integration and inclusion

Integration is highly important even when there is no increased immigration. It is clear that Hannover is and remains a city with a strong immigrant culture and will manage to rapidly strengthen its institutions, structures and resources still further in the interests of integration. City Council and voluntary activities will be merged into a cooperative overall set-up, and interpreting services and language courses will be expanded.

Hannover is and remains a city of immigration.

However, German is not just any language and Germany is more than a labour market. Integration must therefore mean genuine inclusion, understanding and participation with respect to the local governmental, social and cultural circumstances. The **social peace** of our urban society must never be jeopardised by the provision of services to new arrivals at the expense – or to the disadvantage – of locals.

What inclusion means is that all institutions and services must adapt to the skills and needs of everybody, and not the other way around. For young and old, for refugees and people who live here with or without a disability, genuine participation will be made possible, i.e. independent living and ease of getting around, good amenities and access to culture.

6 Neighbourhood development

The German word *Kiez* is to many German cities what London's East End used to be to its Cockney inhabitants – a close-knit, homely, lower-to-middle class district with its own local traditions. In Hannover, they simply call it a *Stadtteil* [city district] or *Quartier* [quarter]. That may sound less affectionate, but it's just as close to the hearts of its residents. With surprising clarity, the dialogue showed how important these neighbourhoods are to the locals. The plan aims to make these neighbourhoods even more attractive in many ways. **More active neighbourliness** is wanted, more vibrant district-level culture, short travel distances for everyday needs, shopping and other services close by, and much more besides.

To many people, their own 'quarter' or neighbourhood is especially important.

The city will increasingly respond to this growing 'neighbourhood awareness' with more programmes of the type already operating successfully in some urban districts. Shopping facilities and special support or self-help services for young and old will be considerably increased and improved. Hannover will not neglect its **centre**, but will introduce a considerable degree of **decentralisation**. This includes joining forces with the people to revive aging community leisure centres dating back to the 1970s and turning them into real hubs of neighbourhood communication.

7 Economy, innovation, science and research

These are four key words that are crucial for Hannover as a business location and must always be thought of together. Hannover currently has a robust **economic structure with a good mix** of traditional manufacturing, services and skilled trades. This needs to remain the case in the future because, if the economy is not restricted to certain sectors, it can grow more effectively and remain more stable in times of crisis. The city's higher-education institutions are important places of innovation and productive power. Their commitment is important for solving the most important questions of the future, especially for life in Hannover and the entire region.

As elsewhere, the **digitisation of the economy and society** is the **biggest single factor in the development of Hannover as a business location**. It was no coincidence that the frequently heard buzzword 'Industry 4.0' was coined here at the CeBIT electronics fair. Hannover is already a sought-after business, academic and innovative location, particularly among IT developers and heavily IT-based sectors. Academic and technological cooperation with Hannover is also attracting great international interest. These **innovative skills** must be kept and expanded here, because the rapid pace of digitisation does not permit businesses to stand still. The aim is to attract more small and medium-sized IT companies to locate here. The prospects for this are very bright if the academic and scientific communities can continue to work and conduct research at a high level of excellence. The high standard of local scientific expertise and production technology know-how already gives Hannover globally attractive advantages as a location.

Digitisation and Industry 4.0

The growth potential of the **creative industries** also deserves to be highlighted, especially as it generates added value in terms of both the economy and the cultural atmosphere. These activities are already more extensive in Hannover than many people within and outside the city are aware of. This is another reason why it has such good opportunities for growth. And, not least, as in the digital sectors, particularly future-oriented growth is possible here too. We should open up new creative spheres rather than keep developing more land. And naturally, a city full of creative minds is a pleasant place to live in.

8 Finances

Hannover is a growing city and wants to remain one. This is why appropriate **investment** in growth is required. For a long time, costs were strictly limited in order to balance budgets. And, in spite of rising expenditure in recent years, there is still an undeniably great need for investment, for example in roads and schools. Putting it off any longer would be irresponsible. Added to this are the considerable funds that are required for the acceptance and integration of the many refugees – which is a very sound investment and money very well spent.

Investing appropriately in growth.

In times like this, **new indebtedness** to finance growth-related investments should **not be a budget policy taboo**. Especially in the years ahead, which are so important for Hannover's future, it must be possible despite – and even because of – rigorous economising to make political decisions about financial measures that the good of the city requires.

9 Culture

Culture is another aspect of Hannover on which there is much more to say than a brief outline permits. The state capital is an **outstanding cultural centre**, even though not everyone who lives in and outside the city is aware of this. There will be no cutbacks in promoting art and culture in future. And we will continue to do everything to further develop Hannover's important cultural profile and make it a key element of civic pride and the city's image. The new Sprengel Museum building will play its part in this, as will the title of **'City of Music'** recently awarded by **UNESCO**. Another major step for culture in Hannover would be to compete for recognition as the European Capital of Culture 2025.

Bid for European Capital of Culture award?

10 Green space in the city

One concern was voiced with particular emphasis in the City Dialogue and must not be neglected in any context. It is no exaggeration to say that Hannoverians love the abundance of green space in the city and demand its preservation with real passion. We will definitely meet this desire in the years ahead. **Our abundance of green space** remains a constant element of city development. This will preserve and maintain a truly Hannoverian urban **quality that is virtually unique** in comparison with other cities. The green spaces extending into the city centre perfectly match the growing environmental awareness of our age, and are a vital contribution to the urban quality of life that Hannoverians appreciate so highly.

Growing environmental awareness

II The plan takes shape

There are many questions at the outset.

How can a City Development Plan that anticipates the next 15 years come into being? How do you become aware of the many ideas about the future of their city that are presumably lying dormant in the minds of Hannoverians? How should they be formulated, discussed and moulded into a master plan? **What** ideas do the administration and government have for Hannover's future? And **how** can all of these thoughts be brought together into a conceptual whole?

The administration and policy-makers asked themselves precisely these questions in the spring of 2014. It quickly became clear that real dialogue between all of these bright minds would have to be initiated.

»» THE BASIS – THE STATUS REPORT

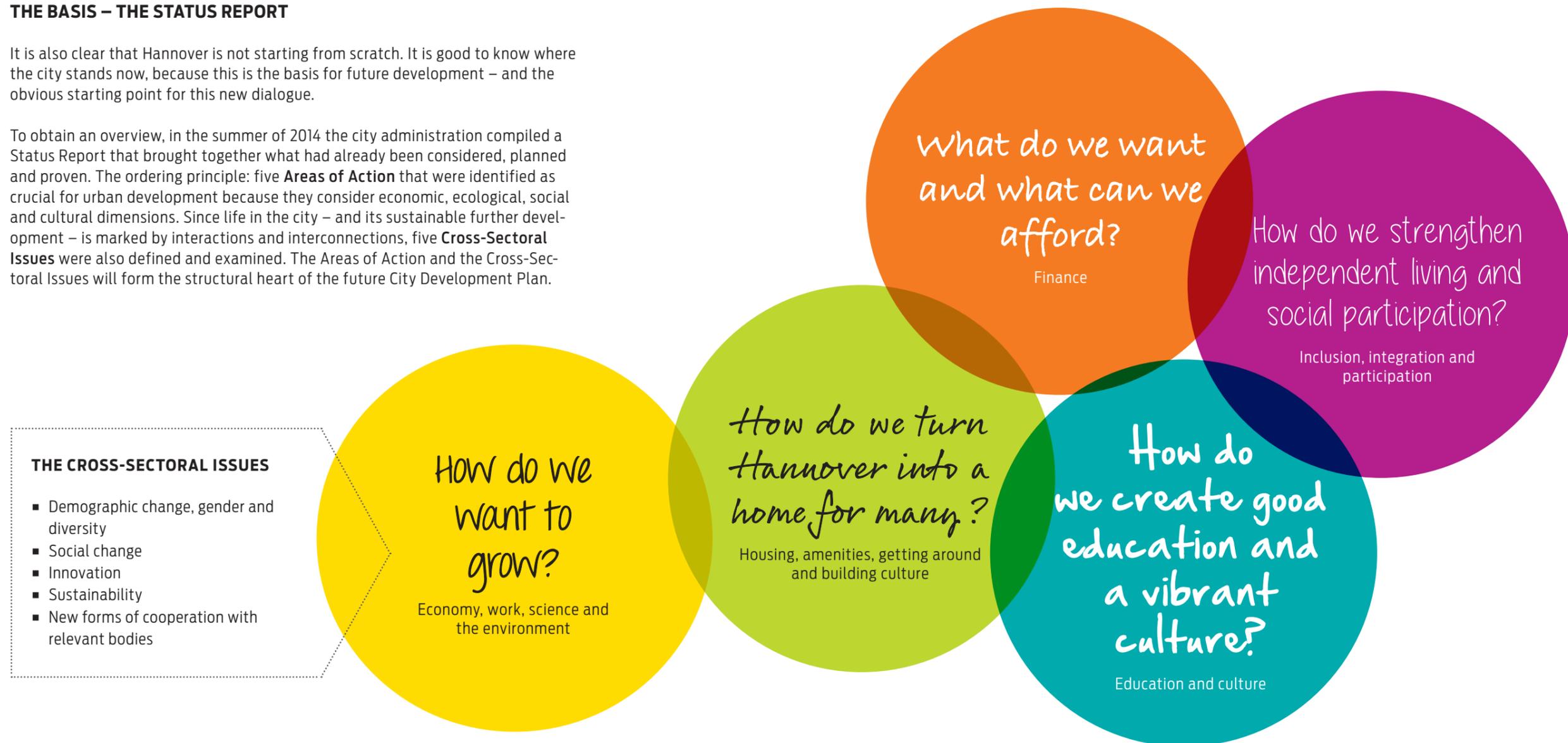
It is also clear that Hannover is not starting from scratch. It is good to know where the city stands now, because this is the basis for future development – and the obvious starting point for this new dialogue.

To obtain an overview, in the summer of 2014 the city administration compiled a Status Report that brought together what had already been considered, planned and proven. The ordering principle: five **Areas of Action** that were identified as crucial for urban development because they consider economic, ecological, social and cultural dimensions. Since life in the city – and its sustainable further development – is marked by interactions and interconnections, five **Cross-Sectoral Issues** were also defined and examined. The Areas of Action and the Cross-Sectoral Issues will form the structural heart of the future City Development Plan.

Enduring principle: Areas of Action and Cross-Sectoral Issues

The Status Report identifies the development and situation of the city as they are today. What is more, it clarifies Hannover's strengths and weaknesses. We will meet them again in the City Development Plan [see page 17].

What do the Areas of Action really entail? To provide a straightforward point of entry into these issues – one that does not require profound specialist knowledge – asking 'guiding questions' such as the following is a good place to start. And these are the very questions that people will be asking concerning the city of tomorrow.



»» **THE BASIS – RULES OF ENGAGEMENT FOR PARTICIPATION**

The substantive basis is therefore in place. And Hannover has many years of positive experience in terms of civic participation as well. This also means that it is good to agree on **rules of engagement** in advance: how do we deal with each other? How will the results be recorded? Where and how can they be viewed in an understandable form? How will they be treated subsequently? In the summer of 2014, the city administration summarised questions and answers in its 'rules of engagement for participation'. Report templates have been prepared. They are important for the future compilation and weighting of all contributions in the form of a matrix [see Annex] and their evaluation as the 'Outcome of the City Dialogue' [from page 20].

»» **THE CITY DIALOGUE**

The City Dialogue is picking up speed.

The dialogue can start. Politicians and the administration know that people are very interested in the future of their own city, but the time available to them for involvement varies. Anyone who becomes active and committed wants to assume responsibility for the city and its development. Policy-makers and the administration take this very seriously – and greatly appreciate it. In order to reach as many people as possible in the City Dialogue, widely varying forms of, and forums for, participation were developed, improved and put into practice. The City Dialogue was picking up speed.

At the end of 2014, four **opening events** launched the City Dialogue. On 29 September, a 'Marketplace of Opportunities' in Hannover's Schauspielhaus theatre revealed the city's current status. The podium discussion opened up visionary glimpses of the future.

It dealt with questions of housing and growth, getting around and our changing society. The issue in brief: 'What challenges must we face?' Around 700 people were present for brief introductory talks followed by discussions with the audience. The organisers agreed that this was a good start to the City Dialogue. It became clear that urban development in a growing city like Hannover produces clashes of interest too, making it even more important to create opportunities for participation and discussion. The unanimous desire was that many people in Hannover should get involved.

Interested people meet experts and discover the city.

At the end of October 2014 and in January 2015, experts once again emphasised the need for action and outlined 21st century trends in Hannover as well as experiences in other cities. In November 2014, interested citizens were able to associate such questions with specific parts of the city. 'Abend on Tour', an unusual evening tour of the city, took participants to stops including the Halle 29 creative-industries scene, the Jazz Club for education and culture and the Glocksee public-transport depot, which appropriately deals with the 'getting around' issue. Information was provided and discussions held at 15 different locations. The lively format increased the interest of many people in 'Mein Hannover 2030' and gave them an idea of what participation in the City Dialogue can be like.

From January to June 2015, there were different events **almost every evening** on 'Mein Hannover 2030' – in total almost 200. That certainly was a great deal of discussion, but it meant there was something for everyone: the right event, the right **place** and the right **issue**. Hannoverians could participate in future workshops, listen to experts at specialist conferences, have fireside chats with the Mayor and CEO of the City of Hannover, be inspired by exhibitions, enjoy street theatre, try out speed dating and discover fresh perspectives on Hannover during city walks. The Internet-minded took part in online dialogue from the comfort of their own sofas to express their general views on topics relating to the Areas of Action or to address specific issues.

At the same time, Hannover's municipal employees explored the [possible] impact on their work of issues surrounding the 'guiding questions' posed in the dialogue: 'City Administration 2030' is the title of a series of internal dialogues and outcomes.

The amount of participation was impressive. Well into the summer of 2015, around **17,000** people took part in the public dialogue events. The online dialogue logged 10,600 visitors. This level of interest had not been anticipated in advance. All the more impressively, it shows how much Hannoverians care about shaping the future of their city.



Who are these Hannoverians?

They are young and old, female and male, have German or foreign roots, live in different family constellations, have disabilities, see the focus of their lives in their respective neighbourhoods, are financially comfortable or less so, definitely want to take part in the life of the city, love culture or sport, represent small firms and big companies. And they all have ideas and wishes about life in Hannover in the future. They are represented by the five 'ambassadors' of the advertising campaign: Hannoverians who have publicly expressed their interest in the City Dialogue: Maj-Britt Claßen loves the abundance of natural elements in the heart of the city and her request for 'Mein Hannover 2030' is: "Please keep the city as green as it is!" Ezber Hissou is a member of a Syrian family; as a social educator, it concerns him that it is not always easy for young people in particular to find their way, for example by getting a job. He therefore wants "enough jobs for everyone."

What makes vocational school teacher Carsten Walter most enthusiastic about his city is that it always has a clear response to xenophobic agitation. He supports a cosmopolitan Hannover and wants it to remain "open, tolerant and curious" in 2030. For Martina Attenberger, the City Dialogue must primarily deal with what shapes her everyday life as the head of a primary school. Her message: "Mein Hannover 2030 will invest in the school of the future." As commercial director of a schoolbook publisher, Gerd Heinemeyer has travelled extensively in Germany and kept having to explain what he found so great about Hannover. His Hannover 2030 is "more attractive than you might think."

With their statements, these five are very close to the heart of the City Dialogue: they capture the essence of the 'guiding questions' that lead to the major Areas of Action.

Mein
HANNOVER
 **2030**

It's a great city to call home

Maj-Britt Claßen

Mein Hannover 2030 will stay as green as it is.

Mein Hannover 2030 has enough jobs for everyone.

Ezber Hissou

Mein Hannover 2030 is open, tolerant and curious.

Carsten Walter

Mein Hannover 2030 is more attractive than you might think.

Gerd Heinemeyer

Mein Hannover 2030 will invest in the school of the future.

Martina Attenberger



But what questions concern people in particular? All of them arouse keen interest. The intensity of involvement, the diversity and depth of the answers vary, depending on the experience and interests of those involved and the extent to which they are invested; or in line with the character and scale of the dialogues, which are staged by various organisations, usually on a topic-oriented basis.

The **organisers** are as diverse as the society of metropolitan Hannover: the German-Turkish Network, the ecological initiative Wissenschaftsladen e. V., the University of Hannover, the NiedersachsenMetall Foundation, the Agenda21 and Sustainability Bureau, political party groups in the Council Chamber, local party associations, Hannover's municipal service for senior citizens, the children's support group Förderverein Kinderwald Hannover e. V. and the German Trade Unions Congress, the Citizens' Bureau for City Development – to name just a few.

»» THE CITY DIALOGUE – THE OUTCOME

Everything is documented:
www.meinhannover2030.de

As provided for by the 'rules of engagement for participation' [see above], records can be made of every event. In other words: only what is recorded can be considered. Anyone who wants to can browse the transcripts. They can all be found at **www.meinhannover2030.de** – 120 reports! – along with interviews, films, statements and publications that draw a vivid picture of the City Dialogue.

The contributions, suggestions, theses or ideas in the records are integrated into the 'Outcome Matrix'.

This tabular overview **contains 1,413 entries**.

It too can be perused at **www.meinhannover2030.de**.

The **matrix** is more than a simple collection of contributions. Basically, it is something like a sorting sieve. Once again, the Areas of Action and Cross-Sectoral Issues act as the ordering principle. There is also an **appraisal** of whether we are talking about goals, strategies or specific measures. Some contributions have already been explained in the Status Report, and this is also recorded.

After this sorting process, almost all of the entries are incorporated in the City Development Plan as 'outcomes of the City Dialogue'. Only a few [a total of 174 out of 1,413 contributions] were **not considered**. These are contributions that were rejected for legal, technical or general financial reasons or were not expected to produce benefits in proportion to the effort involved.

During the four-week period [from 19 November to 17 December 2015] when the 'Outcomes of the City Dialogue' were **publicly displayed**, close to 20 opinion statements were received. They deal with the subjects of civic participation, getting around, sport, neighbourhood development, social affairs, allotment gardens, the environment, the economy, tourism and e-government. The ideas resulted in augmentations to the sections on 'Inclusion, Integration and Participation' and 'City Administration 2030' in the 'Outcomes of the City Dialogue' [from page 20].

Opportunity for feedback

In addition to the Outcome Matrix, **www.meinhannover2030.de** combines the contributions that were included in the 'Mein Hannover 2030' City Development Plan.

»» THE CITY DEVELOPMENT PLAN – ITS STRUCTURE

The Status Report describes what '**Hannover Today**' is like.

This is the departure point for the City Development Plan: it outlines Hannover's specific **qualities** and especially the **challenges** that have to be overcome. This rounds off the picture of 'Hannover Today'.

The **goals and strategies drawn up in the City Dialogue** focus on the future: they define how '**Mein Hannover 2030**' is to be shaped. What concrete form will it take? Reference projects provide examples to show this.



10 points – the City Development Plan in brief

The specific **qualities** of Hannover sum up the city's particular strong points. They indicate and characterise life in the city. Preserving and further developing them will take priority in meeting the **challenges**. The 10 most important of these challenges direct attention towards the central questions the City Development Plan seeks to answer. From an integrated point of view, they are the **10 points** that the city will focus on [see page 6].

Within the city administration, various departments will have to tackle these challenges together. It will not be possible without changes. Interdepartmental, integrated cooperation will be at the heart of things.

The goals describe the '**target status**' that Hannover intends to have reached in 2030.

The **strategies** are the means by which to achieve the goals. They start with the strengths and opportunities and seek to minimise weaknesses and risks. Goals and strategies ensure and strengthen Hannover's qualities. Existing plans, programmes and projects are incorporated.

The reference projects illustrate how the strategies can be **implemented**. They are not a definitive programme of action – that will come later. They are proposals by the administration concerning the projects that should be implemented as important milestones in the near future.

Urban development is a **dynamic process**. The strategies will become reality; the goals will be achieved when the projects are implemented. An important part of this will be the continuation of the **City Dialogue**. The process in 2015 was merely the start of an ongoing dialogue. Although it will not be continued in the years ahead with the intensity of early 2015, the various threads of discussion will be followed up on. You will find more about this in the final chapter [see page 19].

The City Development Plan comprises four chapters. Chapter 1 outlines the **challenges** distilled into 10 points, and highlights Hannover's qualities. How the plan came into being is explained in the second chapter. Chapter 3 deals in detail with the **goals and strategies** that arose from the City Dialogue and the administration's internal discussion process ['City Administration 2030'], and that constitute the 'Mein Hannover 2030' plan. This too is subject to the ordering principle of the five **Areas of Action and the guiding questions**. Each Area of Action covers a broad range of issues. It is necessary to break these down further, to which end 'prime goals' are set. The diagram illustrates the system with reference to four Areas of Action: Economy, Science, Employment and Environment.

Each of the **Cross-Sectoral Issues** is, by virtue of its nature, integrated into the Areas of Action.

Urban development remains dynamic – the dialogue will be continued.

The plan is described in four chapters.

The basis for answers to the questions of tomorrow

The final chapter considers the intended **implementation** of strategies and reference projects.

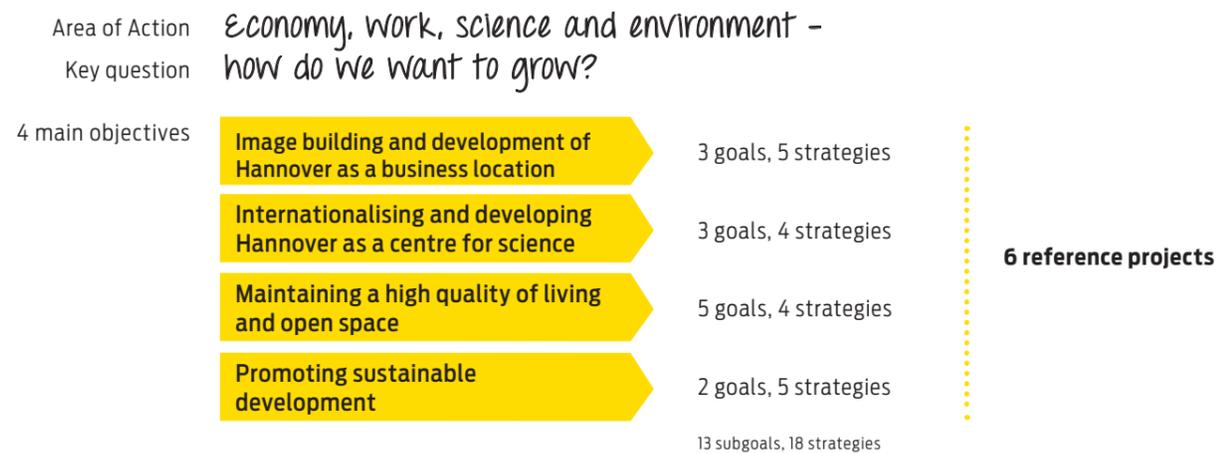
Have all of the questions now been answered?

By no means. Nowadays, the external environment and processes **change** so quickly that there may be many future issues not yet identified in the 'Mein Hannover 2030' City Development Plan. From the present perspective, reflecting the **current state of knowledge**, the most important challenges have been defined, goals have been formulated and the strategies and reference projects designed to help achieve those goals have been described. Some outcomes are already taking shape, such as improving ways of getting around or the world of work. But other developments are **harder to predict** today, such as future levels of immigration by refugees or asylum seekers. Moreover, the funding of new measures must remain within the bounds of financial possibility, which cannot yet be clearly foreseen.

The 'Mein Hannover 2030' City Development Plan has **pointed the way** to the future development of Hannover. But new answers will have to be found for **new developments**. To that extent, the plan remains **flexible**, able to allow for and embrace future adjustments.

Overview: getting from the Status Report to the City Development Plan

The diagram below shows the path from the Status Report, via the City Dialogue, to the 'Mein Hannover 2030' City Development Plan. In November 2015 the outcomes of the City Dialogue were presented to the public. Then the feedback phase began, during which the public could express their views on the draft up until 17 December 2015. After the subsequent correction phase, in which the assessed feedback from the public was incorporated into the draft, political consultations in the specialist committees of Hannover City Council took place from March 2016. Before the summer recess in 2016, the City Development Plan was adopted by a Council resolution and the 'Mein Hannover 2030' City Development Plan was published.



1 ECONOMY, WORK, SCIENCE AND THE ENVIRONMENT

How do we want to grow?

Sufficient and good jobs, skilled workers, a high employment rate, enough space for development and strong companies make this city attractive as a business location. In-depth discussions about the economy of the future took place in the City Dialogue, and the criteria named were identified with a broad consensus. Access to the labour market must be ensured for as many people as possible. Companies need a clear and reliable framework for decision-making, and for investments in – and for the benefit of – Hannover. Effective cooperation between science and industry is important for the innovativeness of a location. Hannover's higher-education establishments, scientific facilities and institutions provide an ideal basis for this, and interaction between the various players involved must be improved still further in the future.



Mayor and CEO
Stefan Schostok at the
launch of the dialogue,
20 October 2014

Hannover must continue to develop and raise its profile as a centre for employment, a shopping metropolis, a home for skilled trades and industry, and a centre for services. The same applies to its development potential as a venue for conferences and other events. The so-called 'soft' locational factors, such as its urban quality of life, good childcare and educational opportunities, and the national standing of its cultural, leisure and recreation attractions, are important starting points for the further development of Hannover into a viable and liveable place to reside and work in. Particularly in view of the demographic changes now under way, the importance of increasing Hannover's attractiveness to skilled workers will grow.

"Ideas, creativity, environment, quality of life, open spaces... all are important and must be in harmony with each other. But the basic requirement is economic success. Developing it appropriately and transparently is the most important challenge!"
(Contribution on Twitter Wall, 24 June 2015)

Thanks to a wide variety of measures, environmental quality in Hannover has been greatly improved in the last 20 years. This has fostered a high quality of life that is greatly appreciated by Hannoverians. Nevertheless, road traffic remains a major contributor to air pollution. Marked improvements need to be made here. An initiative called 'Master plan for the city and region of Hannover: giving 100% to combat climate change – en route to becoming a climate-neutral region by 2050' is showing the way here, not just in terms of traffic but for the urban community as a whole. A 'healthy resource base for living and working' remains another declared goal.



For further reading: Leitlinien für die Gewerbeflächenentwicklung 2014 [Guidelines for Commercial Land Development 2014], Masterplan „100 Prozent für den Klimaschutz“ 2014 [Master Plan 'Giving 100 Per Cent to Combat Climate Change' 2014], Anpassungsstrategie zum Klimawandel für die Landeshauptstadt Hannover 2012 [Climate Change Adaptation Strategy for the City of Hannover 2012], Mehr Natur in der Stadt 2014-2018 [More Nature in the City 2014-2018], Luftreinhalte-Aktionsplan 2007 und Luftqualitätsplan Hannover 2011 [Clean Air Action Plan 2007 and Air Quality Plan Hannover 2011], Nachhaltigkeitsindikatorenentwicklung, Schriftenreihe kommunaler Umweltschutz, Heft 40, 2004 [Development of Sustainability Indicators [Publication series on local authority environmental protection, Volume 40, 2004]] [all publications in German only]

➤ RAISING AND DEVELOPING HANNOVER'S PROFILE AS A BUSINESS LOCATION

"Hannover is actually the biggest village in the world. And it could remain so. It's lovely here."
(Oral contribution to a dialogue event)



First Alderman Sabine
Tegtmeier-Dette, Head of
Economy and Environment
Department, opening the
'How do we want to grow'
event, 24 June 2015

Following the global banking crisis, Hannover's industry is undergoing dynamic structural change that is developing around the existing industrial structure and is increasingly shifting towards digital, science-based services. At the same time, new aspects of the economic-policy environment – examples being the energy revolution that is being pursued and barely controllable challenges facing society as a whole, such as growing immigration – are triggering changes that must be faced by industry, government and business development organisations, including at local-authority level.

In comparison to other regions in Germany, Hannover as a business location has shown above-average economic strength with a slight rise in new jobs over the last few years. Although the growth of employment in Hannover is slightly weaker than the average for German cities, the city on the River Leine has a relatively low unemployment rate of 9.9 per cent [August 2015]. The goal is therefore to continue to improve overall economic conditions for the creation of new jobs. Opportunities for less well-qualified people or support for appropriate training schemes will be a priority aim.

In this connection, an important instrument for local-authority action is generous funding and effective development in the areas of business, marketing and tourism. The City Dialogue emphasised the need to strengthen and enhance these activities.

■ THREE GOALS – MEIN HANNOVER 2030 ...

- ... is an impressive, strong and well-connected centre for commerce, science, tourism, trade fairs and events.
- ... provides suitable space for businesses, and a major asset is its welcoming culture for 'business and minds'.
- ... practices sustainable management.

■ FIVE STRATEGIES

Targeted funding for economic structures

Local-authority and regional economic funding projects are working jointly to strengthen Hannover as a location for industry and commerce. The City of Hannover thinks and acts in a business-friendly manner to create a **welcoming culture** for companies and people. Hannover creates space for firms in various industrial sectors [including areas for skilled-trades businesses] and considers their interests [with special dialogue forums or 'fireside chats', for instance]. In the process, the various needs [for example, requirement for and protection of land] are considered and interests are reconciled [see 'Far-sighted land development' strategy].

The **core industries** [currently the automotive sector, manufacturing technology, the energy sector, the creative industries, information and communications technology and health care] that are served by 'hannoverimpuls' – a business development agency jointly founded by the local and regional authorities – will be further developed and regularly examined as to their relevance to Hannover's development. This cluster approach will be regularly reviewed. For years, the

"If the location is not attractive, companies find it extremely difficult to attract specialised staff. Hannover should have the courage to act like the highly attractive Lower Saxony metropolis it is, because demand for skilled personnel will be greater than ever in the future."
(Participant in an event, 24 June 2015)

"Hannover needs to rediscover the confidence it had during the EXPO (World Exposition in 2000). We live in a great city here, and it can stay that way." (Oral contribution to a dialogue event)

creative industries have been increasingly gaining in importance for Hannover's economic development. The city's music industry was the key to Hannover's designation as **'City of Music'**. The resulting inclusion in the UNESCO Creative Cities Network is a clear message to Hannover to commit itself to the 'music sector'.

In future, municipal business development services will continue to **support the local economy**, secure the continued existence and develop the portfolios of Hannover-based companies, attract others from elsewhere and promote the development and marketing of commercial land. The need for and acquisition of skilled workers is an important factor in many business development activities. This is because business development primarily serves to safeguard existing jobs and support the creation of new ones.

Other important Cross-Sectoral Issues, such as **innovation and technology funding and EU grants**, are dealt with by hannoverimpuls in close cooperation with business development services provided by local authorities.

With a view to the need for skilled workers and the excellent higher-education and scientific landscape, efforts are underway to ensure that more **graduates** in Hannover find jobs. Industry and science are also cooperating closely here because prospering companies need skilled personnel and a well-qualified workforce increases the attractiveness of a business location. Continuing efforts are also being made to increase female participation in the jobs market.

Ensuring the accessibility of business locations

Easily accessible business sites – whether on industrial and commercial estates, in central retail locations or in the neighbourhoods – are necessary for the city to function well as a place to live and work in. But, at first glance, 'fluid' personal motorised transport cannot always be reconciled with calls to strengthen cycle traffic, reduce traffic-related pollutant and noise emissions and favour local public transport. Hannover is using its Master Plan for Getting Around as a basis for taking these various interests into account. Traffic flows are influenced and channelled, routes are optimised, multi-modal travel is encouraged by the integration of transport options, and commercial transportation is handled efficiently – with all this achieved by establishing an intermodal management system for traffic and ways of getting around. An urban logistics system with new delivery solutions and the use of alternative vehicles, such as delivery bicycles and electric vehicles, are possible solutions for improving essential commercial traffic. The strategies for accessibility mentioned above naturally also play a central role in terms of getting around in the city centre and urban districts, and are therefore also considered elsewhere in this plan.

Far-sighted land development

A **strategic, forward-looking land policy** has been launched to harmonise the various usage demands and land requirements. Innovative methods of internal development were sounded out with the interaction of various stakeholders. The guiding principle 'precedence of internal over external development' will fundamentally be maintained in future, but will not be applied exclusively. Cooperation with regional authorities is gaining in importance.

"Working from home is good. But I sometimes wish I had a proper office again, where I can finish work and go home." (Oral contribution to a dialogue event)



Participants in the 'How do we want to grow' event, 24 June 2015

"How do we want to grow – by not necessarily measuring growth in economic terms such as GDP? It can also mean growth in relationships, for instance if we make our economy more local again." (Comment during the launch event, 29 September 2014)

"'Mein Hannover 2030' is a place where SMEs are not yet extinct." (Contribution to the 'Wall of Comments')

"Our growth must be as environmentally friendly as possible. The abundance of green space in our city is what makes it such a great place to live." (Oral contribution to a dialogue event)

In principle, the land use plan provides information on future land distribution. It forms the basis for assessing how, in the face of urban growth, land should be used in future. Various usage demands are harmonised in this way. **New land use allocations** are prepared by examining the need for current usages or the possibility of relocating them. Existing land parcels are upgraded to compensate for additional forms of land use. Innovative solutions that pursue new cooperative approaches and represent the best possible implementation of the sustainability strategy are tried out.

The future of **existing commercial areas** is **secured** to give the companies based there a clear, long-term perspective, and to keep enough commercial land available to attract new businesses and for existing ones to expand or relocate. The imperative to secure commercial areas that is anchored in the Commercial Land Plan could be moderated if, at the same time, the principle of not wanting to allocate any new commercial areas is relaxed to the same extent. The particular challenge here is that land uses must not be relocated solely at the expense of open spaces. A greater **usage mix** can also result in better use of the scarce land available. Legal and actual restrictions must be taken into account in the process.

Promoting work and employment

Hannover wants to remain attractive to companies and skilled workers in the future. The city administration itself is one of the major employers in the municipal area and is creating a **policy environment for businesses** within which they can develop. To achieve this, **successful activities** are being **continued – and new ones introduced** – on an ongoing basis: Fachkräfteallianz [Alliance of Skilled Workers], Welcome Centre [in the planning stage], family management, and campaigns by Hannover Marketing und Tourismus GmbH [HMTG].

The focus is on strongly value-adding jobs, for example in knowledge- and technology-intensive sectors for skilled workers and university graduates, as well as jobs for less well-qualified workers.

In this process, **upskilling schemes** are helping job-seekers get a leg up onto the labour market. Specific projects run by the city include the 'Apprentices 21 Database', breakfasts with trainers, 'Open Evenings for Careers', projects that combine family and working life, the City of Hannover Prize 'Frauen Machen Standort' [Women Boost Business], the funding of an 'Inclusion in Business' prize, funded youth workshops for unemployed young people, and job and training opportunities in municipal agencies. Projects to help **people with disabilities get integrated into the labour market** are special funding targets.

Cooperation with higher-education institutions is being pursued to optimise the **transition from school to work**. This covers projects and funding for advice on careers.

Sustainable management

The implementation of the **'Master plan for the city and region of Hannover: giving 100% to combat climate change – en route to becoming a climate-neutral region by 2050'** will continue. The measures to achieve this objective will be further developed with the players involved. Various interest groups are

cooperating to realise future-proof projects. Hannover is also contributing towards strengthening innovation.

Companies are helped to take greater social responsibility and make their **sustainability management** transparent [expansion of the 'Ökoprofit' [Ecoprofit] consultation programme, promotion of knowledge for sustainability reporting]. Hannover will expand its **role model function**.

» INTERNATIONALISING AND DEVELOPING HANNOVER AS A CENTRE OF SCIENCE

Hannover is one of the most important centres for higher education and science in Germany, and these communities play a key role in shaping the city while making a considerable contribution to the regional economy. Its 43,000 students enrich the life of the city. With a view to the future, Hannover wants to further reinforce its profile as a centre for higher education and science. The City Dialogue formulated this clearly and expressed a wish for more support for students: whether with respect to finding accommodation, childcare, language support for foreign students or assistance for people with disabilities. The aim is for science and research to cooperate more with companies to develop innovations, while also – as a further incentive to science – securing Hannover's good reputation as a conference venue.

■ THREE GOALS – MEIN HANNOVER 2030 ...

- ... is an internationally recognised, well-integrated, innovative centre for higher education and science that attracts and keeps bright minds.
- ... distinguishes itself by excellent research and has a thriving research spin-off business scene.
- ... cooperates closely with higher education and research institutions, and integrates research with SMEs.

■ FOUR STRATEGIES

Expanding cooperation

Cooperation between the administration and all higher-education establishments, scientific institutions and academically or research-related foundations or associations **will be expanded**. Interdisciplinary networks such as the 'Hannover Science Initiative' will consequently be strengthened. Specialised forms of cooperation and **networks** will also be intensified. Scientific institutions are increasing their acquisition of third-party funding and can therefore handle **diverse and innovative projects**. To do so, they draw on the knowledge base of the institutions in the metropolitan region, and exchange know-how. Students, teaching staff and researchers are being encouraged to get involved in urban development processes and activities to enhance Hannover's appeal as an academic and scientific location.

Further development of location marketing

Activities promoting Hannover as a centre for higher education and science will be considerably expanded. In order to develop effective approaches and implementation strategies, as many different **players** as possible [higher-education establishments, administration, research institutions, institutes] **and the media will be integrated**. The target groups are twofold: the private sector and young people



Deputy Mayor Thomas Hermann and participants at the scientific strategy conference, 4 May 2015



"Power to ideas! Hannover as a centre for higher education and science provides fertile soil for this. We must expand our collaborative networks still further, market the location creatively and attract even more international students, teaching staff and researchers."
(Professor Birgit Glasmacher, Head of the Institute for Multiphase Processes and the Centre for Biomedical Engineering, University of Hannover)

studying in Hannover or working in the scientific sector. This marketing is intended to have an impact both in Germany and abroad. Targeted use will also be made of academically and research-related conference and trade fair activities. Location marketing will make reference to philosopher Gottfried Wilhelm Leibniz as an iconic figure and **all-round genius**.

Initiating 'Study and Stay'

The 'Study and Stay' campaign is attracting bright intellects from Germany and abroad. Educational and language support simplify access to academic studies and lifelong learning. A great many graduates find **career prospects in Hannover**, since students and companies are brought together at an early stage. Since 'Dual Career Perspectives' are possible in Hannover, scientists find living and working here an attractive proposition. Students are drawn into democratic participation and support the city's atmosphere of open discussion.

Improving the city's welcoming culture for students, teachers and researchers

Hannover is expanding its welcoming culture for bright minds from Germany and abroad. Along with **increased cooperation between higher-education institutions and the administration**, the city supports international networking between academic institutions. The Study and Stay initiative [see above] is part of this welcoming culture. Hannover promotes a **non-discriminating atmosphere** for studying and conducting research. The urban community appreciates the positive input contributed by scientists and students from Germany and elsewhere.

» MAINTAINING HIGH QUALITY OF LIFE AND OPEN SPACES

For many years, Hannover has been the **greenest** of the 50 largest cities in Germany, measured by the amount of green space per inhabitant. The challenges of the future range from preserving and supporting biodiversity to preservation of historic gardens, from nature conservation to local recreation including games and sport. The growing city requires **policies** to help it safeguard these qualities and **maintain its facilities for diverse uses**. Opportunities for appropriation of public spaces – both on an equal footing and independently – by people with and without disabilities must be improved further. This is the case for young and old alike, and for people of all cultures and religions. **Sustainability, barrier-free access, inclusion and diversity** are further important challenges facing modern society, and this also applies to open spaces. The goals, most of which were already mentioned in the Status Report, were made explicit in the dialogue phase of the City Development Plan.

Hannover's urban community agrees that the city has a high quality of life and open spaces. Time and again, the issue of green and open spaces was at the forefront of the City Dialogue. It is important to the city's people that these be preserved, shaped and used for various activities. Many residents find it extremely important to have **green spaces near their homes** that can be used by many people. And they want to be able to decide for themselves what happens in these spaces. For example, will gardens for all be created? Or spaces used for play, sport and leisure? The range of ideas is as diverse as the city community.

"'Mein Hannover 2030' should be a place where everyone feels welcome and can say: this is my city!"
(Oral contribution to a dialogue event)

"There should really be green spaces everywhere in the city. There must also be a few spots left wild where the grass isn't perfectly manicured."
(Oral contribution to a dialogue event)

■ FIVE GOALS – MEIN HANNOVER 2030 ...

- ... is still one of Germany's greenest cities, with well-developed green and open spaces, which can be used equally and independently by all.
- ... has a balanced and healthy urban climate, is on the way to becoming a climate-neutral city, cultivates climate-friendly urban development and promotes resilience.
- ... shares its growth with communities in the surrounding region [new cooperative projects].
- ... safeguards its cultural garden heritage, maintains a high standard of care and has a strong and modern allotment movement.
- ... has a high degree of biodiversity, preserves its woodlands for future generations, protects its groundwater, prevents floods, uses land sparingly and provides a healthy resource base for living and working.

■ FOUR STRATEGIES

Safeguarding green and open spaces in the long term

Strategic plans building on various qualities and land uses are needed to safeguard and further develop Hannover's green and open spaces. An **Open Space Development Plan** will be drawn up for this purpose. A comprehensive **plan to develop allotment gardens** is another element. One component of the plan is that the number of permanent allotments should be maintained and – if there is sufficient demand – new allotments should be created concurrently with the new construction of multistorey homes [one allotment for every twelve new multi-storey apartments]. The allotments required for the new buildings planned under the Housing Plan 2025 are to be created in existing colonies [by reducing the size of excessively large allotments, for example]. If allotment land is used for building, a compensatory programme of measures to convert or refurbish allotments will be carried out.

In the case of new homes built in the programmes mentioned below, the allotments policy has earmarked sufficient land to create the necessary number of new allotments. Historic parks and gardens will be also be systematically safeguarded and developed. **Park maintenance plans** will be drawn up for this purpose. Cooperation with the University of Hannover will be expanded.

Furthermore, Hannover promotes the **equal and independent use** of public spaces by people with and without disabilities.

Open spaces and extensive green areas are examined and earmarked for public participation in urban gardening and for intermediate usages whenever required.

This must be accompanied by financing and personnel policies drawn up to implement the above-mentioned goals. The development of public-relations, information and participation measures, as well as environmental education, will also continue.

Hannover remains committed to biodiversity

Hannover will continue to **implement its programmes** to increase biodiversity, species protection and nature in the city.

*"Hannover's green areas ensure the high quality of life in the city. That is why preserving open spaces will continue to be a high priority in the future."
(Outcome of the 'Green Circle' working group, 18 March 2015)*



Visitors discover the city map of tomorrow, 24 June 2015



Enthusiastic discussion of the question 'How do we want to grow', 24 June 2015

*"Our Hannover 2030 will have more green gardens on rooftops."
(Oral contribution to a dialogue event)*

An **agricultural programme** with aims including more pro-ecological farming methods will be drawn up and implemented. A **land register** is being established to preserve especially **valuable land**.

The municipal **forestry plan** is being implemented. Certification under three different schemes has been awarded for the high ecological standards met in the city's woodlands.

Becoming a climate-neutral city

The 'Master Plan – giving 100% to combat climate change', which was drawn up in a process of broad-based participation, projects the future vision of a climate-neutral Hannover and the surrounding region to 2050. The aim is to reduce greenhouse gas emissions by 95 per cent from 1990 levels by the year 2050, and to cut energy consumption by 50 per cent in the same period. The city's community as a whole, and local **companies**, are **making the necessary contributions** to energy saving and are increasingly using renewables. Rigorously implementing this Master Plan as our contribution to the energy revolution is the task for the years ahead. The following individual elements are being realised:

- **Energy plans for residential neighbourhoods and commercial areas** [Lister Damm pilot project] have been systematically drawn up and are being implemented
- Rigorous implementation of **energy-related measures**, for example during building and technical renovations, new buildings that comply with the **Passivhaus/Plus-Energy** standard, conversion of energy systems [increased use of renewable energies and power-heat co-generation]
- Implementation and continuation of the City of Hannover's **energy standards** during construction work
- Continuation of the **'e.co sport' programme** entitled 'Energy rehabilitation of sports facilities'
- Continuation of **energy-saving projects** in schools and child daycare facilities
- Continuation and strengthening of 'proKlima – the enercity fund'
- Expanding **advice** and support for climate change mitigation
- Promoting the use of renewable resources
- Programmes and measures to promote resource-saving and energy-efficient user behaviour
- Programmes and measures to close material cycles and land use cycles, and to minimise waste
- Support for the development of sufficiency strategies [for non-wasteful, resource-saving use of goods and services and, hence, associated non-wasteful consumption of materials and energy]
- Reduction of motorised traffic, boosting of alternative means of transport [including extension of cycle paths, promotion of electric vehicles]

In all of the above areas, the city administration acts as an engine [supporting stakeholders from business and society] and a model [drawing up and implementing the 'climate-neutral city administration' plan].

Promoting climate change adaptation – protecting air, soil and water

The climate is changing all over the world. The associated changes will have considerable repercussions, especially for the quality of life in densely populated cities. This is the reason for implementing Hannover's **climate change adaptation strategy**. Climate-adapted city planning, the promotion of roof and façade greening and removal of paved surfaces from areas where they are no longer needed [for example, traffic surfaces] are important elements of the strategy, for reasons that include improving protection against flooding after heavy rain. The programme of remediating contaminated sites will be continued. Playgrounds, allotment gardens and green spaces have priority. Waste ground will be restored. To reduce traffic-related air pollution and comply with EU threshold values, the air quality plan will be continued and relevant measures implemented.

The City of Hannover's ecological standards are applied to construction within the municipality's sphere of influence.

➤ PROMOTING SUSTAINABLE DEVELOPMENT

The City Dialogue and the intensive debate on the 'Giving 100% to combat climate change' master plan have shown how important the issue of sustainable development is to Hannoverians. In addition to more **information provision and education** on this subject, increasing **public involvement** is also extremely important. Many creative ideas and projects are aimed at sustainable consumption, a sustainable lifestyle and the increased use of material cycles or land use cycles.

■ TWO GOALS – MEIN HANNOVER 2030 ...

... promotes education and civic commitment to sustainable development, sustainable consumption and sustainable lifestyles.

... is part of the Global Partnership for Sustainable Development and implements the Global Sustainability Goals [2030 Agenda for Sustainable Development] at local-authority level.

■ FIVE STRATEGIES

Promoting education for sustainable development

There is a desire for more information and education almost everywhere – firstly to understand complex issues better, secondly to find opportunities for personal action. This means that **education on sustainable development** and its objectives is being **further extended**, both in the administration and in educational facilities [crèches, schools, adult education]. The City of Hannover supports local **education networks**, organisations, initiatives and pilot projects dedicated to education for sustainable development as part of a vibrant city and neighbourhood culture.

The state capital encourages the **ability of children and young people to shape and decide** on their living circumstances, makes the necessary space available and provides good examples to support their integration into existing education programmes. Within the scope of its possibilities, the local authority integrates education for sustainable development into its promotion of lifelong learning processes. This includes formal, non-formal and informal learning.

"I can pay attention to many things and really ask myself whether I really need certain things and how I can save resources."

(Oral contribution to a dialogue event)



"Growth means: growing within oneself. Inner growth: learning, internalising, condensing. Limiting. Being prudent. Networking. Shaping. Playing. And being patient."
(Tobias Kunze, poetry slam, 24 June 2015)

Enabling civic commitment [participation and active contribution] to sustainable development

Many Hannoverians regard self-commitment to sustainable development as important. The city therefore supports **public involvement and intercultural, intergenerational, inclusive participation** in sustainable development, and provides appropriate resources. Programmes and projects that promote organisational skills as a prerequisite for participation and public involvement – especially at urban-district level – are also supported. The aim is for people to develop initiative and the ability to assume responsibility for their own concerns in a way that promotes the common good.

Focusing more strongly on sustainable lifestyles

In Hannover, the city's community is heavily oriented towards an ecological, socially just and sustainable lifestyle – towards applying a 'less is more' approach. Sharing, mending instead of buying something new and swapping are becoming everyday habits for Hannoverians. Companies are installing material cycles, consumption of regional products ['made in Hannover'] is increasing, land and buildings uses are becoming more flexible [e.g. today's crèche may become tomorrow's block of flats].

The City of Hannover plans to promote and support **networking and local interaction** as sustainable ways of living. The principle of sustainability will be increasingly **integrated into civic projects and programmes**.

Hannover's **administration is endeavouring to lead by example**, progressively adopting sustainable, fair procurement practices for all the products it buys and in all relevant areas. The administration assigns **clear responsibilities**, and creates transparency and the necessary internal structures. Staff members' competency with regard to sustainability issues will be enhanced.

Thinking globally – acting locally

The City of Hannover has assumed responsibility for global, sustainable development and **made a binding declaration of commitment to its goals**. The global sustainability goals [2030 Agenda for Sustainable Development¹] are being **integrated into the work of the city**. Global partnerships or projects with global sustainability themes are being strengthened [for example, in cooperation with Climate Alliance, climate partnerships with other local authorities, town-twinning arrangements]. **Dialogue** on an equal footing with local, regional, national and international networks and platforms and local-authority leadership associations is being **intensified**. The efforts of local players, such as associations and other organisations, schools, churches, companies, higher-education institutions and network structures and initiatives committed to sustainable development will be supported. Special **local-authority projects or programmes** [such as 'Hannover handelt fair' [Hannover trades fairly], 'Ökoprofit Hannover' [Ecoprofit Hannover], 'Masterplan 100 Prozent für den Klimaschutz' [Master plan: giving 100 per cent to combat climate change²]] will be strengthened in order to generate even greater awareness for more global justice. Successful projects within the urban community are communicated within networks and platforms as 'good examples'. The influence of **different cultures and nationalities** on local actions is especially interesting – the experience and knowledge gained are put to use and thereby increase cooperation with the countries of the Global South².



"We will have lots of trees with apples and pears and other things to eat. We won't need to bring anything from home, but we still won't be hungry."
(Five-year-old child on the 'Kinderwald' [Children's Wood] of 2030).

Establishing sustainability management

The administration elaborates its **programmes** in an interdisciplinary, interdepartmental sharing of expertise between specialists, **oriented towards the goals of sustainability** with its ecological, economic, social and cultural dimensions. The city's sustainability strategy is politically and administratively anchored as an interdisciplinary task. The control instrument used for this purpose is a communally **integrated sustainability management** system.

» REFERENCE PROJECTS

1| Developing commercial land in a growing city

In view of the scarce land resources, commercially utilised areas must be developed in an efficient, future-oriented manner. This includes eliminating vacancies and wasteland, improving the internal organisation of these areas and developing them into sustainable commercial areas in terms of energy efficiency, climate change mitigation and sustainable treatment of resources. Various approaches – with different main emphases – for individual areas are being developed to optimise the potential in a given case. The city will also examine whether and how a mix of 'commerce and living' can be achieved.

2| Marketing of Hannover as a centre for higher education and science

The multimedia portal www.wissen.hannover.de is the flagship project of the Hannover Science Initiative. The city will team up with eight higher-education institutions and four facilities with close academic and research links to campaign jointly for studying, teaching and research in Hannover with the aid of films, photographic series and downloads. The refinement and internationalisation of this cross-media instrument is intended to strengthen location marketing of the city as a centre for higher education and science, and to attract to Hannover adults who value education.

3| Excellence Initiative

The Excellence Initiative of the federal and state governments will probably enter its third round in 2018. With its Clusters of Excellence REBIRTH, Hearing4all and QUEST, Hannover as a science location has attracted considerable third-party funding and created or secured many highly skilled jobs in recent years. The city will support higher-education institutions and research-oriented facilities during its candidacy phase up to 2018.

4| Welcoming culture for international students

Hannover has strongly committed itself to a welcoming culture for international students in past years and has therefore been selected as the pilot region for a study by the Bertelsmann Foundation. Assisted by regional stakeholders, Hannover's aim is to develop a plan of action – involving language support, integration, housing, anti-discrimination and the 'Study and Stay' scheme – by the end of 2016. A nationwide network ensures sharing of best-practice examples.

"Environmentally compatible living means starting with yourself and putting your own house in order. It is not enough just to demand new laws from the powers that be. You can do a lot yourself."
(Oral contribution to a dialogue event)

5| Open Space Development Plan

The Open Space Development Plan is a medium- to long-term planning instrument for the protection and future-oriented development of green spaces. To achieve this, future requirements such as good accessibility, climatically compatible development and inclusive utilisation must be defined and strategies for Hannover's open spaces must be devised. The aim is that the package of objectives and measures which emerges from the internal coordination process within the administration will be discussed – with professional associations, the public and government – and then progressively implemented.

6| Hannover's 'Meeting Planet' platform

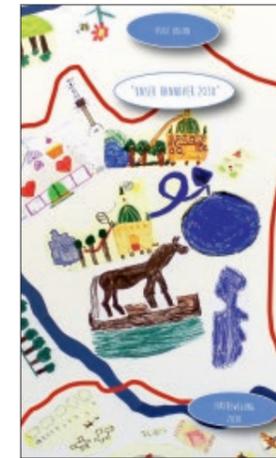
Hannover has already gained a positive national and international reputation as a venue for trade fairs and conferences.

As a venue for conferences in particular, the city's future opportunities will be influenced by rapidly growing national and international competition and increasingly differentiated thematic specialisation by host cities.

To enable Hannover to maintain its existing ranking among the top 10 conference cities in Germany and develop further potential for expansion, Deutsche Messe AG and the Hannover Congress Centre [HCC] have developed a marketing platform called 'The Meeting Planet Hannover' in close cooperation with Hannover Marketing und Tourismus GmbH [HMTG].

Its aim is to further increase awareness of Hannover – and boost its potential – as a conference location and, above all, to make every effort to enhance its international profile, while spotlighting the areas Hannover particularly excels at, such as the health sector.

- 1 The 17 Global Sustainability Goals adopted by the General Assembly of the United Nations in September 2015
- 2 Developing and emerging countries



Map of the city in 2030 from a child's viewpoint, workshop, 5 May 2015

2 HOUSING, AMENITIES, GETTING AROUND AND BUILDING CULTURE

How do we turn Hannover into a home for many?

"The transformation of the city centre from the grey image of a 1970s city to a metropolis on a human scale, with a high-quality urban environment, is clearly noticeable. Measures under the 'City 2020+' City Centre Plan, in particular, helped to bring this about. The restructuring of the Trammplatz square is an example that shows how the 'spatially divisive' impact of the City Ring central area can be diminished and connections to the city centre can be strengthened."
(Comment on a city walk)

Hannover is growing. Since 2011, the population has risen by between four and five thousand a year. The main source of this **growth** is the strong rise in **migration from abroad**, to which the arrival of refugees has been increasingly contributing since early 2011. At the end of 2015, the city housed some 4,200 refugees. The expectation for 2016 is much higher.

There is currently not enough experience to gauge how long these people will stay here and what proportion of them will live in Hannover permanently. Politicians, the administration and the city community can only successfully tackle this key issue together. Without a doubt, however, trends in immigration from abroad and the number of refugees will have an impact on the necessary further development of Hannover as a residential location. A major basis for integration is the challenge of creating **appropriate accommodation** – both quickly available housing for new arrivals, and homes for migrants from near and far who will be staying here permanently. The residential market is already strained. In particular, there is a shortage of small, large and barrier-free dwelling units in the affordable category. This situation affects not only immigrants, but also other groups of people who have lived here for a long time, such as poverty-stricken and homeless people, young people and families. Besides immigration, the ageing of society is another challenge for the housing market. Most people want to live independently for as long as possible. For this reason, we need as many low-barrier or barrier-free apartments in the mix as possible.

In 2012/2013, the **Housing Plan 2025** [see below] determined that Hannover would need around 610 new residential units annually until 2025 to house the growing population. Towards the end of 2015, an updated budget forecast foresaw an annual demand for 1,050 new residential units. The greatest need is for large and small, low-cost and low-barrier / barrier-free homes. In view of continuing migration from elsewhere in Germany as well as the EU and international crisis zones, the prediction included in the Housing Plan 2025 as to the need for new buildings will in fact be too low.

The growing city needs **structures for public-service provision, and social infrastructure, which can grow with growing demand**. In principle, Hannover is well provided for at present. The city centre and the surrounding urban districts have amenities for both everyday and special requirements. However, in the neighbourhood centres it is more likely that everyday requirements are met only to various degrees. The amenities are usually easy to access. The positive trend in purchasing power also supports the healthy development of these locations. The extent to which Internet commerce will lead to changes in the retail landscape within the various centres cannot yet be predicted. Retailers will be increasingly active online as well as physically present in their bricks-and-mortar outlets. The retail trade will also be affected by urban growth and the ageing society.

"In 'Mein Hannover 2030', the open spaces in the city centre have not all been built on. And there are attractive squares."
(Contribution to the 'Wall of Comments')

"It's good that new residential areas are being created in the city centre. Projects such as that at Klagesmarkt, with its lively and modern architectural mix, create the ideal environment for urban living and dwelling. There is vibrant life right on your doorstep. Many errands can be completed on foot. It's also leafy, and a lot of thought and effort has gone into making it a child-friendly place to live. The availability of affordable housing is also important. This way, many housing needs can be met, and vibrant urban districts will be the result."
(Comment during a city walk)

For many retailers, easy **accessibility** is a crucially important location factor. For other employers too, good connections to regional and national **transport networks** play an important role. And the use of **environmentally friendly ways of getting around** – whether on the way to work or for transporting goods – is increasingly important for urban society. Even more **'rethinking'** must be achieved in this respect and resource-saving ways of getting around must be emphasised more strongly. **Equal entitlement and access to barrier-free means of travel** must also be ensured. A great deal of change in terms of how people get from A to B is expected in the coming years. Technical innovations will become standard features, more environmentally compatible ways of getting around will be represented and, in this whole area, things will simply 'work' differently than they do today. Flexible offerings and services that are immediately available on call will meet individual needs.

In a growth phase combined with more demand for land for homes, amenities, jobs, infrastructure and getting around, **special value will be attached to Baukultur** ['building culture']. It **shapes the image of the city**, helps the **inhabitants** identify more with their city and is a vital aspect of life and well-being there. Building culture involves not only maintaining the outward appearance of the city; it comprises its 'built living spaces'. These environments will continue to evolve and the urban community will and should take part in this change. This will give rise to a **new, different dialogue and planning culture**, the primary goal of which is shared responsibility for improving our living environments.



For further reading: Bevölkerungsprognose 2014 bis 2025/2030 [Population Forecast 2014 to 2025/2030], Wohnkonzept 2025 [Housing Plan 2025], Innenstadtkonzept City 2020+ ['City 2020+' City Centre Plan], Masterplan Mobilität 2025 [Master Plan for Getting Around 2025], Leitbild Radverkehr 2025 [Mission Statement on Cycle Traffic 2025], Einzelhandels- und Zentrenkonzept 2011 [Retail and Centres Plan 2011] [all publications in German only]



CREATING HOMES FOR ALL

Hannover's housing market currently is still characterised by comparatively **moderate rents and property prices**, although rental rates for new and vacant properties and the sale of residential property have risen considerably. Shortages occur in some highly favoured neighbourhoods, especially for large and small homes. The vacancy rate also indicates shortages on the market. In spite of a positive home-building trend in recent years, Hannover has comparatively low levels of building completion, which amounted to 673 residential units in 2014. By means of its **Housing Plan 2025**, the state capital is pursuing **several strategies to stimulate home building and positively influence the housing market**.



Councillor Uwe Bodemann, head of the city's Building and Planning Control Office, in a public discussion during the 'Smart Mobil' event, 6 July 2015

The issue of housing assumed a major role in the City Dialogue. It ultimately affects everyone; many see a risk of residents being forced out of their neighbourhoods by rising rents. The goal of **keeping housing affordable** was therefore the most prominent topic in the City Dialogue. The common good must take priority. Offerings from private- and public-sector providers should be balanced in such a way that the diverse housing needs and opportunities can be met. The participants in the City Dialogue are in favour of discussion on developing land and residential building projects. Mixed residential models [for example, involving property developers, local-authority companies, private individuals] could be

realised. Closer ongoing cooperation with the Region Hannover authority should help to create sufficient residential space in and around Hannover. And many other ideas were formulated that are included in the goals and strategies below.

■ TWO GOALS – MEIN HANNOVER 2030 ...

... offers sustainable, high-quality, affordable, inclusive and accessible living space to all demand groups.

... well-functioning neighbourhoods with good amenities, with districts strengthened by constructive dialogue between all local players.

■ FOUR STRATEGIES

Promoting new housing construction

Hannover is growing – and needs more, and affordable, living space to prevent residents being displaced from their neighbourhoods. Where possible, the building of new homes should adopt the principle of ‘brownfield development before greenfield development’. This will not succeed everywhere, because available, usable spaces are limited. Open spaces, barren land or green spaces must therefore also be considered for new housing construction. However, this will be possible only if all competing demands for the use of these spaces are weighed against each other. Without new building – even if additional plots are used – the housing market will become increasingly strained. This will mainly be felt in the form of rising rents, which in turn could displace people from their neighbourhoods. Hannover wants to prevent this development and therefore its policy involves trusting the **ability of its urban districts to reach a consensus** about new building projects. The following steps are intended to boost new housing construction:

- Continuation of the **residential building-land initiative** to create building legislation to approve at least 500 to 700 homes every year and inspect further land for residential construction
- **Reviewing, and if necessary correcting, this quantity framework** for new construction, and – in the event of continuing demand – reviewing the appropriate density for new construction areas.
- As already proposed elsewhere regarding the future development of commercial land, **relaxing** the requirement to **safeguard commercial areas** could be beneficial in terms of new residential building. At the same time, the policy of not allocating any new commercial areas would have to be reversed to the same extent.
- Promoting innovative **residential projects** such as joint building ventures, integrative and inclusive housing projects, developer models, construction of trade guild-related housing, factory housing projects

Guaranteeing low-cost homes

- Continuation and, in the event of additional demand, increasing current **subsidisation of residential building by local authorities**
- Continuation of the **policy of reservation** for low-income tenants [reviews of reservation waivers, extension/conclusion of new contracts]
- **Critical reviews of building standards** [for example, number of parking spaces] to keep homes affordable
- Continuation and further development of **current funding programmes and funding arrangements** [city redevelopment, city renewal], for example to create barrier-free housing
- Developing a **funding programme to acquire homes to accommodate refugees**



‘Palettenbühne’ [stage made of pallets] in Möhringsberg Park, June 2015

“I can see that many people are attracted to conurbations and that housing then becomes scarce and rents rise there. That is a problem.”
(Oral contribution to a dialogue event)

“Hannover is growing, but nobody wants the inconvenience of construction work outside their own front door. I find that problematic.”
(Oral contribution to a dialogue event)

“‘Mein Hannover 2030’ has a good range of affordable housing.”
(Contribution to the ‘Wall of Comments’)

Developing the housing stock

- Enhancing **monitoring of the local housing market**
- Continuation of the **register of vacant building plots** to track existing potential for building new homes
- Venturing to **approve more mixed uses**. By keeping residential/development areas and their use under continuous observation, utilisation changes, vacancies and brownfield sites can be registered throughout the city and immediately assessed as to their future use. This enables areas to be ‘filtered’ and displayed according to various criteria such as availability, planning requirements and need for renovation. This survey instrument allows identification of further land potential and introduction of qualification procedures for residential use appropriate to the land in question.

Continuation of the dialogue

The desire for **joint development of the housing market** was voiced clearly in the City Dialogue. In future, greater importance will be attached to communicating and cooperating with stakeholders, as well as advising them. The city has launched a **Housing Development Drive 2016**. Its purpose is to cooperate with the housing sector in particular, with a view to developing strategies for meeting the rising demand for space. Social, demographic and energy requirements are also taken into account. The demand for socially responsible home building and affordable rents must be ascertained.

Over and above the Housing Development Drive 2016, dialogue will be continued and further developed by the informal **participation** of local inhabitants in larger residential building areas.

“It is important to ensure provision of amenities in all locations, and not just to concentrate on the centre.”
(Uwe Bodemann, head of the Building and Planning Control Office of the City of Hannover)

The City of Hannover aims to develop a regional Housing Plan in cooperation with the regional and neighbouring local authorities. This is intended to create a **‘division of labour’** with respect to affordable housing. Energy efficiency and climate change mitigation are further issues, as are housing for the elderly and people with disabilities. The ultimate aim is sustainable and cost-conscious planning and building.

➤ STRENGTHENING AMENITIES THROUGHOUT THE CITY – IN THE CITY CENTRE AND THE SUBURBS

The **suburban neighbourhoods** played a special role in the City Dialogue. They are the fundamental units of which the city is made up. The **continued high-quality development** of these urban districts was a wish voiced by all the participants in the City Dialogue. Alongside the issue of **housing, public-service provision** – especially everyday needs – played a vitally important role. One topic of discussion was the need for a new definition of the **provision of public utilities and services** in the suburban neighbourhoods, a plan that includes the establishment, expansion and provision of social infrastructure. Above all, this means that service infrastructure in the urban districts should keep pace with urban growth on the one hand and, on the other, adapt to the changing requirements of an ageing society. The most important aspects for most people were **easily accessible** medical facilities, educational and cultural institutions, sporting and leisure facilities, as well as shops for everyday needs. A new element in the City Dialogue was the desire for a heightened **sense of community**, a strengthening of neighbourhoods and local communities as well as greater integration and inclusion.

■ TWO GOALS – MEIN HANNOVER 2030 ...

... is made vibrant by the vigour of its centres, both in the heart of the city and its suburbs
... has good local provision of goods and services.

■ THREE STRATEGIES

Expanding the supra-regional significance of the city centre

The city centre is the **most important shopping location** in Hannover, and the roughly 1.5 million inhabitants in its catchment area give it an importance beyond the surrounding region. Retailers in the city centre face the challenge of simultaneously developing their steadily **growing online trade** and their retail locations. Moreover, the city centre is also a hub of culture, gastronomy, leisure and many service offerings as well as, importantly, being a residential area as well. The **renewal process** which was launched by the opening of the Ernst August Gallery has prompted many other private-sector investments in new buildings and renovations in the city centre. Brand-name stores that attract many shoppers have also located here as a consequence. The public area has now been made more attractive, with re-designed squares, lighting design and street conversions. **Policy repositioning with regard to the Retail and Centres Plan** is intended to find answers and evolve strategies to keep developing the city centre and strengthening its status, even in the face of challenges and competition from online trading. Further **I-B locations** [the second best commercial category] in the city are intended to be **upgraded** so that retailers can remain assured of a viable long-term future here.



"Digital transformation is (inexorably) intervening in our lives and our behaviour, including our shopping behaviour."

(Professor Ewald Wessling, University of Hannover, Faculty of Media Information and Design)

Strengthening neighbourhoods with good provision of amenities

The **Retail and Centres Plan** is initially being assessed and updated at the conceptual level [integration of places of entertainment as a component]. The central amenities-related areas, in particular, are to be reviewed. A new element of the Retail and Centres Plan that is to be developed is a **Local Amenities Plan** to deal specifically with the status of goods and services provision in suburban neighbourhoods and how to improve it. This plan is intended to explore ways of extracting value from rarely used or vacant properties, and to identify opportunities for retroactive consolidation of the stock. **Neighbourhood centres** built between the 1960s and 1980s no longer meet current requirements. They must be changed and reorganised. The aim is to design compact, sustainable centres that can **be reached** with only short travel distances. This is also necessary against the background of demographic changes within our ageing society. If constructional or functional hindrances obstruct this goal, the aim is to remove these barriers.

Dialogue and cooperation with retailers, local community groups, local stakeholders and residents about new ideas are essential for strengthening the urban districts. Cooperation with the Hannover region is also essential; it will remain necessary in future to achieve consensus about large-scale retail facilities on the outskirts of the city.

Supporting and controlling retail development

Support and control of retail development will be continued. This will necessitate taking account of new retailing trends [such as 'click and collect', shopping apps, links between Internet commerce and brick-and-mortar selling,

"Hannover's district-level centres are essential for the provision of goods and services in the city."

(Dennis M. Bohnecke, CEO of the City-Gemeinschaft Hannover business advocacy group)



"Many new investments in trade (in Hannover) have changed 'user' perception of the city and it is viewed as more modern. In future, new investments in the city must also be encouraged."

(Martin A. Prenzler, Managing Director, City-Gemeinschaft Hannover)

showrooming, 'pop-up stores'] and to observe their effect on the brick-and-mortar retail trade. Neighbourhood and city centre retailers must also increasingly find individualised online-commerce solutions.

Dialogue and cooperation with companies, city centre and local business communities, neighbourhood economic initiatives and retail representatives will be continued.

For **retailers, easy accessibility of their locations** is essential. In the City Dialogue, the question of whether this can only be guaranteed by sufficient parking spaces 'right in front of the door' yielded nuanced feedback. Many people today find easily accessible amenities a short distance from home more important than a car parking space in front of the supermarket. This shows that innovative solutions must be found jointly.

Particular attention will be paid to **strengthening the marketing of regional products** [for example by means of farmers' markets]. Since there is little scope for influencing the behaviour of large retail chains in this respect, easily accessible spaces close to people's homes should be provided for retailers of regional produce. A prerequisite for their successful operation is support by the urban community; i.e. the public should be encouraged to appreciate regional products and purchase them.



► PROMOTING SUSTAINABLE WAYS OF GETTING AROUND

The subject of getting from A to B was discussed on a very broad basis in the City Dialogue. Retailers, entrepreneurs and employers seek perfect **connections** to transport networks for their business locations. The delivery and transport of goods needs to be highly efficient. City centre residents want **ways of getting around to be more environmentally friendly, quiet and space-saving**. People in the outlying suburbs desire rapid, good and continuous connections to the city centre and surrounding areas. At first sight, these different demands seem incompatible. The challenge for the future is for people to rely more on environmentally sound ways of getting around. Personal motorised transport is a major cause of emissions. Changes are necessary to **contribute to climate change mitigation** and the energy revolution. Hannover is well on track in this respect – but it has not yet reached its destination. For example, a climate-friendly solution to commercial transport still has to be found.



'Urban planning in dialogue' – discover the city by bus, 16 July 2015

■ TWO GOALS – MEIN HANNOVER 2030 ...

... offers equal participation to all in its plans for well-developed, accessible, resource-saving, safe and largely barrier-free ways of getting around.
... is characterised by a balanced 'travel mix'.

■ FIVE STRATEGIES

Strengthening environmentally friendly forms of getting around

The Master Plan for Getting Around points the way ahead. Hannover intends to considerably strengthen environmentally friendly ways of travelling from A to B [including over short distances] in the city. An important element is to expand bicycle traffic so that cycling will account for 25 per cent of journeys or more.



"It is a well-known fact that more compact cities have better conditions for establishing an affordable and truly functioning public-transport infrastructure."
(Professor Helga Weisz, Humboldt University, Berlin)

Already, more and more people are travelling by bike. **Cycle traffic** infrastructure must keep pace with increasing demand, i.e. cycle traffic needs more space. Special action programmes can have a positive impact here. Demands are changing due to the increased use of both the faster e-bikes and delivery bicycles. Since space in the city is not unlimited or readily 'available', the 'distribution' of urban spaces must be rethought and discussed. This is a long-term process that requires even more rethinking by road users and infrastructural growth to match demand. Here, too, much will depend on social dialogue in the city.

The City of Hannover is seeking to persuade more people that local public transport, or pedestrian or bicycle traffic, are good alternatives to personal motorised transport. **'Push and pull' strategies** aimed at improving travel alternatives are to be considered. Destinations can be reached quickly and straightforwardly, travelling on foot and by bicycle at local level is simple and safe, and public transport – fully accessible to people with disabilities – is fast and convenient. Local transport options are intended to be tailored even more closely to users' needs.

Hannover will pay greater attention to establishing **shared-vehicle solutions** – sharing instead of owning. More and more Hannoverians want fast, flexible ways to travel from A to B without paying high purchase costs and looking for parking spaces. Cars, bikes and lifts are being shared via relevant online platforms or apps for getting around. Attractive models integrated with public transport are being created.

"I can decide for myself to use more public transport, to cycle more and to share my car with others. And, for Hannover, I believe that, in terms of transport, the future belongs to the bicycle."
(Oral contribution to a dialogue event)

Promoting **electric transport** is another important element. Hannover aims to expand charging infrastructure for cars and bikes. More electric vehicles are being used in the municipal vehicle fleet. In the local public-transport network, more buses will be converted to environmentally friendly means of propulsion. And, for deliveries into the city centre, increasing use will be made of vehicles powered by pro-environmental systems.

If the way people travel changes as described above, it may also affect the amount of space required for parking. This could necessitate a redefinition of parking-space requirements.

The **Noise Action Plan** and the **Air Quality Plan** will be updated.

Enhancing accessibility – increasing traffic safety

Accessibility in public areas and in terms of getting around is important for all residents. An absence of obstructing barriers ensures good access in getting from A to B and creates more options in giving the public a free choice between forms of transport. Statutory standards are being implemented; application of more rigorous standards than these will depend on a comparison between actual needs and additional costs.

Increasing **traffic safety** is another essential task for the state capital. Accident statistics indicate that children and elderly people are particularly at risk. The frequency of accidents involving local rail transit systems is also striking. Existing projects that are proving effective must be continued [e.g. 'Gib mir Acht' – Pay attention to me], new safety plans must be developed and more done to raise awareness of the safety issue.

"Fewer cars! But while cars obviously need space too, they must not be allowed to park everywhere."
(Oral contribution to a dialogue event)

Expanding 'traffic and travel management' – strengthening Hannover as a Smart City

Hannover will improve its **traffic and travel management** practices. This includes optimally meeting its inhabitants' need to get from A to B on the basis of existing infrastructure and adapting infrastructure in line with demand. A key goal is to guarantee multi- and intermodality¹ as effectively as possible. The basis for this is a thorough knowledge of the demand side and an assessment of how this demand will develop in the years ahead, for example due to demographic changes, the choice of different means of transport or alternative forms of working [working from home, etc.]. In future, users will be more interested in access to ways of getting around, or in this as a service, than in vehicle ownership per se. **Innovative technologies** such as car-to-car communication [C2C], communication from a car to a traffic control centre [C2X], self-driving cars or a 'Getting around in Hannover' app will be influential in this whole area. These various factors must be expanded into a 'traffic and travel management' system.

Cooperation with the wider region, federal and state governments, as well as with business and science, is proving effective; partnerships will be developed further.

Optimising commercial traffic

For large and small companies and retail operations, **accessibility** is crucially important. They need good connections to the general infrastructure [motorways, trunk roads, waterways, airports]. Corporate expansions or relocations require infrastructural changes, so **consensus solutions** will be sought from an early stage with all parties involved.

City logistics [or urban logistics] has an important function for large and small retail businesses in both the city centre and suburban centres – but not just for them, since delivery traffic supplies daily needs to all inhabitants. Here too, solutions must be found that are compatible with the needs of both the city and its businesses. New delivery solutions and the use of alternative vehicles, such as delivery bicycles and electric vehicles, are worth considering in this connection.

Preserving traffic infrastructure

The ability to get around depends on **well-maintained traffic infrastructure**. In recent decades, maintenance and repair work could not always be carried out to the required extent, resulting in a considerable **backlog**. This backlog can be gradually cleared only by **annually investing funds from local-authority budgets into maintaining traffic infrastructure**. **Priorities** will have to be set since the available funds are limited. The city has launched a medium-term special programme for road building entitled 'Complete Renewal of Existing Roads' [GIB], which dispenses with complex new planning. The programme and the roads it includes are being presented to politicians and local residents in the city district councils.

➤➤ **ENHANCING THE 'BUILDING CULTURE'**

Why is 'building culture' [*Baukultur*] important? Building culture influences the **quality of life** for everyone in the city and involves more than stylish architecture. It concerns the 'built living spaces'. It also asks questions about how we want to live in

"The future belongs to multi-modal ways of getting around. Available services will be integrated digitally and employed by the users via smartphone for personal route planning."
(Norbert Kindt, Market Development and Partnerships, moovel GmbH)

"I would like the timing of traffic light changes to be optimised in some cases, not just for cars, but also for cyclists and pedestrians."
(Oral contribution to a dialogue event)

the future, what our city should look like, and how we live in it. Building culture is a factor in **identity**. And it addresses the **quality of public spaces**, infrastructure, the building mix in the neighbourhoods and **planning culture**. Everyone therefore experiences building culture at very close quarters, has their own ideas about the city of the future and wants to bring these to bear in the overall social discourse.

■ ONE GOAL – MEIN HANNOVER 2030 ...

... experiences building culture through shared responsibility for the quality of the cityscape and the public space, and through a lively process of discussion in the urban community.

■ TWO STRATEGIES

Achieving greater quality in public spaces

Hannover will continue to work on **improving the quality** of public spaces and the buildings and objects that shape the cityscape. Influenced by its tradition as a royal seat and by post-war reconstruction, the city intends to work more intensively on its **form**, its **identity**. Consequently, **utilisation and form-giving solutions** will be developed [for example the 'City Ring' central area, city centre, roads leading into the city, suburban districts]. **Competitive processes** [or competing processes] will be initiated to examine the widest possible range of design options for areas or buildings that define the cityscape. The requirements of **sustainability** and **climate change mitigation/adaptation** will be integrated into these processes. The **Town Square Programme** will also be continued. And the **'Hannover City Centre 2020+ Plan'** has provided important input into the development of the city centre. They will now be transformed into **reality**.

If the city's building culture is to be enhanced, administration and responsible officials **require training** to this end. Such processes need skilful communication and appropriately aware **facilitators**. While interacting with other cities and municipalities, Hannover will work towards reinforcing the **planning-law foundations** underlying building culture and strengthening or recovering its public commissioning authority.

Strengthening dialogue processes

Enhanced building culture can be achieved only in **dialogue and hand in hand with the urban community**. Hannover aims to develop more and new models for developing and communicating its approach to shaping the city. Intensified cooperation between the building authorities and the educational institutions in the state capital are also expected to stimulate building culture. **Dialogue** with experts will be broadened.

➤➤ HANNOVER IS A SPORTING CITY – FIT FOR 2030

The urban community is in a constant state of change. Demographic trends, immigration and the changing needs of families, children, young people and the elderly will require a process- and future-oriented approach in sport development planning if Hannover is to remain a well-positioned, modern and innovative sporting city in 2030. The overarching issues of **integration, inclusion and**

*"84 per cent of the city's wealth is tied up in property – a good argument for maintaining and developing these assets."
(Rainer Nagel, CEO of the Germany's Federal Foundation for Building Culture (BSBK))*



'Urban planning in dialogue'
– discover the city by bus, 16 July 2015

participation in sport are tremendously important social challenges which will need to be factored into all considerations in the field of sport.

Hannover is working on its **sports development planning**, into which a comprehensive stocktaking exercise, surveys and the City Dialogue have been incorporated. The above can be translated into the following goals:

■ THREE GOALS – MEIN HANNOVER 2030 ...

... is an all-round 'sporting venue' that provides access to sport and exercise for everyone and promotes participation [also in the sense of inclusion] by everyone.
... has modern, needs-oriented and barrier-free sport infrastructure.
... has active, efficiently interconnected sports clubs, which are a place for the whole family and for highly committed volunteer involvement.

■ STRATEGIES

The strategies with which these goals are pursued will be defined during the ongoing process by which this whole area is addressed.

➤➤ REFERENCE PROJECTS AND REFERENCE AREAS

1| Hannover's Housing Development Drive 2016

The building of new homes must be accelerated to meet increasing demand in the years ahead. Hannover's **Housing Development Drive 2016** was launched for this reason. Its aim is to formulate goals and target figures, specify the required instruments and assign the relevant responsibilities. For the period until 2030, the **partners** involved in this drive will agree on common goals and make a binding commitment to implement them. The proposal to **expand dialogue on the housing market** has already been included in the 'Communication-Cooperation-Advice' element of the Housing Plan 2025. The 'Mein Hannover 2030' dialogue also called for a Housing Development Drive as a joint programme leading to more residential construction in the City of Hannover. With the residential building-land initiative and municipal home-building subsidies, the building regulations provided by the city have already met the planning **requirements** for increasing the rate of new construction as well as opportunities to build homes for low-income households. Following Hannover's Housing Development Drive 2016, all the players involved are expected to commit themselves increasingly to achieving the necessary level of construction.

2| Continuation of the Housing Plan 2025

The four programme elements:

- Stimulating the building of new homes;
 - Guaranteeing affordable homes;
 - Developing the housing stock;
 - Continuing the dialogue;
- under the Housing Plan 2025 will be continued.

The development of residential building areas for constructing new homes is particularly important here. In this connection, the needs are twofold. Firstly, to reassess the current volume requirements against the background of growing

*"'Mein Hannover 2030' will play rugby in the Herrenhausen Gardens (Hannover's historic royal gardens)!"
(The wish of a Hannoverian sports fan)*

*"More green roofs on the flat buildings and more colour everywhere would do our city good."
(Comment on south-west bus tour, 16 July 2015)*

*"The efforts to develop residential space in structures that have 'grown organically' are particularly attractive."
(Comment on south-west bus tour, 19 May 2015)*

demand. Hannover as a residential location intends to continue to satisfy the needs of the varying demand groups in the future. Secondly, as well as the requirement to provide affordable homes, there is also the goal of making as diverse as possible a range of residential space available to all segments of the housing market. Potential plots must be assessed in terms of their quality [location, facilities, specific character, etc.] and suitability for different types of home building. Not every plot is equally suited to every type of home building, meaning that residential land development in the city is not just a question of quantity, but also of quality. The funding programme for municipal home building will be continued.

The Housing Plan will be further developed, the time horizon being 2030, and reviewed at regular intervals.

3] Continuation of the Retail and Centres Plan [including the Local Amenities Plan]

The Retail and Centres Plan was jointly developed in 2006 with experts from government, the municipal administration and the business community, and was put into effect by a Council resolution in 2011. It is the binding basis for controlling retail development. In the context of the 'Mein Hannover 2030' process, it became apparent that the plan needs to be reviewed and developed further. The system of centres, and the central amenities-related areas with additional and development areas, will be put to the test. Changes in the retail landscape [new markets, closures, renovation of locations] must be completed. The review is to be accompanied by a process of participation. Particular attention must be paid to the impact of increasing online trade on bricks-and-mortar retailing. The structure of the centres and the central amenities-related areas are being updated. Furthermore, the sustainability of the present goals and principles for controlling retail trade development will be reviewed. A Local Amenities Plan will be drawn up as a special component. The evaluation of the complete survey will be analysed to pinpoint the exact status in terms of present supply of everyday goods and services to residents in each neighbourhood. In response, measures will be proposed which ensure, in the long term, that these goods and services can be reached on foot by everyone in the suburban districts.

*"I see the concurrence of online trade and bricks-and-mortar retailing as a criterion and the path we should follow in the future."
(Uwe Bodemann, director of Planning and Construction, City of Hannover)*



'Local amenities – physical and online – how does that work?' Sascha Stille, REWE Markt GmbH: 'Good Amenities' event, 1 June 2015

4] City Ring 3.0

The 'City Ring' central area between the Aegidientorplatz square and Brühlstrasse has great future potential as a place offering urban experiences, faster bicycle travel, green surroundings and new city building developments while retaining its current capacity for motorised traffic. This has, for the section between Aegidientorplatz and Brühlstrasse, been demonstrated by preparatory studies for the 'Hannover City 2020+' planning process and by several building sites in this area. The City Ring is an exemplary urban space where the goals and strategies under various thematic headings – housing, amenities, getting around and building culture – can be implemented, and local consequences of the 'car-friendly city' of the past can be repaired.

It bypasses the western part of the city centre in the form of a boulevard, and is used by efficient, tangential/occasional bicycle traffic as well as by pedestrian and car traffic. While the necessary space was created by reducing motor traffic lanes in favour of other forms of transport, the area also benefits in terms of

*"The way we get around in 2030 will be more diverse, more interconnected, more multimodal, but also more human than today. It is up to politicians in particular to pave the way for this."
(Dr Wolfgang Haller, SHP Ingenieure Hannover)*



'Getting around with urban sustainability – how is that possible?' Maria Wass-Danielsen, City of Copenhagen, Project Manager; 'Smart Mobil' event, 6 July 2015

becoming a more pleasant environment. The new City Ring transforms the space it occupies into an attractive promenade that encircles the nucleus of the city. It has potential to become a new element in Hannover's exemplary green-space system. The upgrade enhances the attractiveness of the location for new city buildings and links to the urban districts. The City Ring can become a premier locality for living and working.

5] Combining traffic efficiency and urban compatibility in modification of traffic systems

A major challenge and a key requirement in modifying existing traffic systems is to ensure both traffic efficiency and compatibility with the city's needs.

This entails the identification of ways to increase the capacity of present systems to cope with the growing volume of traffic expected in the future, while remaining compatible with the city and landscape. It is intended to rearrange urban spaces, eliminate barriers in urban structure, improve integration of suburban districts at municipal level, and enhance the quality of life in the residential neighbourhoods. Conceivable projects include the incorporation into urban design of the southern expressway between the Landwehr roundabout in the west and the railway systems in the east, and the integration of the western expressway in Linden. The continuing development of these visions in cooperation with road construction planners is a long-term goal of city and traffic planning.

6] Development and establishment of a traffic management system

In the future, the comprehensive and multimodal management system for traffic and ways of getting around will ensure that existing traffic infrastructure and capacities are used efficiently, and that accessibility within the city is secured. The local authority remains capable of showing a firm hand in the face of commercial activities and interests.

What is involved – based on a traffic information system – is intervention to control and channel the existing [traffic] demand. Optimised traffic flows reduce wasted time during travel, benefit business in Hannover, lower costs and improve traffic safety. Pro-active control options aid compliance with exposure thresholds and make it easier to precautions for events that can be planned for, such as mass public gatherings.

The travel management system provides information on the alternatives available and changes the demand for transport. The integration of all traffic systems – motor vehicle, bicycle, public transport, pedestrian traffic, vehicle sharing – generates individual and intelligent multi- and intermodality in both personal and commercial transport. Cooperative systems will become a natural part of smart urban solutions for getting around in the future. Emissions and other negative effects of transport will be avoided or reduced and sustainable, efficient, socially responsible and environmentally friendly ways of getting from A to B will be facilitated.

¹ Multimodality describes traffic behaviour characterised by the use of various modes of transport over a period, which usually involves several journeys. By contrast, intermodality is defined as the use of different means of transport over the course of a single journey. [Source: <http://www.forschungsinformationssystem.de/servlet/is/354077/> accessed on 1.10.2015]

3 EDUCATION AND CULTURE

How do we create good education and a vibrant culture?

Culture and education, and the associated infrastructure, are key locational factors for Hannover. This is one area where Hannover comes up trumps, because there is a **diverse range of offerings**, from education and childcare in nurseries, daycare facilities and schools to university or in-service education, and from corporate internships to adult education. The state capital has an equally diverse cultural scene that includes the traditional 'quarters' or urban districts, many small cultural gems and large museums and theatres. **Education and culture** are important to the city, since both are key factors in developing the creativity and personalities of its people.

Germany's federal government, states and local authorities have agreed to safeguard **access to education** as a fundamental right, irrespective of age, financial means, cultural background and social status. There is no question – Hannover has achieved a lot in this field in the last few years. Nevertheless, there is much left to do in the future. In the compact, densely used municipal area, it will be increasingly difficult to make more **land** available for childcare facilities and educational infrastructure. **Provision of language support** must be expanded further. More primary schools want to be developed into **all-day schools**. And the growing city also needs **more educational facilities**. Furthermore, work is ongoing to improve Hannover as an **inclusive city**, and the integration of immigrants will be of growing importance.



"Culture in its cities is one of the most important factors in Europe's success as a Europe of the regions."

(Professor Oskar Negt, sociologist and philosopher)

In terms of its **cultural landscape**, Hannover's **highlights** are truly impressive: Herrenhausen Gardens, museums, theatres and other venues, festivals and much more. For stakeholders, **enhancing the profile** of the cultural landscape is an important task for the future. Further effort needs to be put into nurturing future talent.

In the City Dialogue, education and culture were discussed in depth, with many different aspects examined. Almost all of these conversations have shown how important education and culture are for shared life in the city. **'Culture and education are the stuff of life'** – in a nutshell, this reflects their importance and the intensity of the discussions.



For further reading: Bildungsplan 2009 [Education Plan 2009], Schulentwicklungsplanung 2015 [School Development Planning 2015], Grundschulentwicklungsplanung 2015 [Primary School Development Planning 2015], Einführung der inklusiven Beschulung in Hannover 2011 [Introduction of Inclusive Schooling in Hannover 2011], Ausbau der Qualität der Ganztagsgrundschulen 2015 [Improving the Quality of All-Day Primary Schools 2015], Masterplan zur Entwicklung der Museen 2015 [Master Plan for the Development of Museums 2015], City of Music 2014, Werkstattberichte „Hannover ist Kultur“ 01-08 [Tanz, Jazz, Chor, Stadtteilkultur, Theater, Kleinkunst, Literatur, Bildende Kunst] 2013-2015 [Workshop

Reports 'Hannover is Culture' 01-08 [Dance, Jazz, Choir, Neighbourhood Culture, Theatre, Variety Entertainment, Literature, Visual Art] 2013–2015] [all publications in German only]

➔ FOCUSING ON INDIVIDUALS' EDUCATIONAL BACKGROUND AND PATHS



Marlis Drevermann, Head of Culture and School Department (right) talking to Cathrin Rose at the Ruhrtriennale exhibition 2012–2014; event entitled 'What are Hannover's cultural needs?', 24 February 2015

Education is a key criterion for the **sustainability** of a city and for its locational attractiveness – in particular against the background of the current migration situation and the generally growing population in Hannover. In the last few years, around EUR 40 to 50 million has been invested in the education infrastructure each year. Crèches and nurseries had to be adapted in line with demand, schools renovated and expanded into all-day facilities, and some extracurricular learning centres improved. The adult education centre has received a new building. In addition to investment in buildings, funds have also been put into the **educational programmes**: more staff in childcare facilities [third staff member], encouraging afternoon childcare in primary schools, 'neighbourhood mothers', 'rucksack mothers' [a project with migrants] in childcare facilities and primary schools, measures for careers advice and language development. In view of the growing number of people – and the rapidly changing educational demands – **local-authority educational work is accorded special status**.

■ TWO GOALS – MEIN HANNOVER 2030 ...

... provides integrated, inclusive and demand-based educational infrastructure that focuses on individuals' educational backgrounds and paths, irrespective of origin and varying individual requirements, and makes diversity part of the city's identity.
... enables education for all, from kindergarten to adulthood.

■ THREE STRATEGIES

Good education needs a sound framework in place [in terms, for example, of good equipment, media development, holiday care, lunches] and integrated offerings in cultural education. And it needs time investment by people who enjoy what they do. Everyone has to help ensure that educational institutions are 'fear-free spaces' where learning is fun and differences are seen as an asset.

Adapting educational infrastructure to demand

The educational infrastructure must be adapted to the growing city in terms of the necessary **quantity and quality**. More residents necessitate **expansion in educational infrastructure**. Education provision **close to home** is at the heart of this. If new residential areas are created or if there are more residents in a given urban district in the future, educational infrastructure will have to grow as well. Since advance-planning processes sometimes take a long time, this must be considered and planned from the outset.

In the long term, schools will be expanded into **all-day schools**. They will be found close to homes throughout the city. To make schools into inclusive places, **arrangements for use of rooms** will be adjusted. School planning takes account of one of the schools' educational priorities, namely to develop into all-day facilities, which can provide their services on an internally differentiated basis in appropriate spaces.

*"Proficiency in the German language is a key element in being able to feel accepted and that you belong."
(Oral contribution to a dialogue event)*



Frauke Heiligenstadt, Education Minister for Lower Saxony, (right) discussing the question 'How do we create good education?', 16 March 2015

"It would be a false economy to save on education. I would like Hannover to be a real centre for education."
(Oral contribution to a dialogue event)

Libraries remain very important as part of the educational infrastructure. They are important places of communication, knowledge and information and, with their media offerings, they are also increasingly becoming informal places for self-directed education, as well as meeting places. They offer easily accessible and low-cost educational services, such as 'Babies in Libraries', 'Starting to Read' and help with homework. They provide quiet working rooms for schoolchildren and adults, a self-defined learning space for people with an immigrant background or with disabilities, as well as contact with like-minded people who share the same learning interests [media places]. Families are highly appreciative of these opportunities. Libraries will also grow with the growing city.

Focus on individual educational backgrounds and paths

No child should slip through the net; every child should experience the best possible educational support. This is the case where **individual educational backgrounds and paths** are placed at the heart of education policy. The **language support policies** of educational facilities are an integral part of school development, as is careers guidance from year 7 at the latest. To implement language support policies and support '**language networks**' initiatives, not only must there be training to produce **qualified language teachers** in sufficient numbers, but cooperation relating to language use must be initiated. Close alignment with funding instruments from the federal government [adult education] and the federal state [school education] is necessary for this.

Partners from the realms of culture, sport, youth welfare, etc. are included – as are parents – in order to provide individual educational support in the best way possible and as a team effort. **Neighbourhood and education networks** play a key role here and are given special support.

An individual's educational success also depends on the way **transitions** are shaped: from a childcare facility to primary school, and then on to secondary school, an apprenticeship, studies or work. In future, these transitions will take place in a more helpful and individual manner so that every child is given the optimum starting conditions. Great importance is attached to encouraging individuals on the educational path that is best for them.

To solve these problems jointly with the players involved, an **Education Office** will be set up within the City Council. Representatives of the school administration will work in this office, alongside seconded teachers who support the process of change in these schools. They will address the way transitions take place: from a childcare facility to school, from primary school to secondary school and then to studies or work.

Supporting lifelong learning

In further education, an Educational Guidance Plan is being brought to fruition via an **Academy for Adults at the Adult Education Centre**. Basic literacy and language learning, integration courses and using the school as a second chance to obtain formal qualifications are key issues for a city community that wants to see sustainable participation and immigration. Education partners and higher-education institutions will be incorporated into this plan.

In the area of adult education, reforms in terms of the areas eligible for assistance remain a priority so that this reflects goals and target groups. Here, a **model project** – involving the city, region, federal state and Agency for Employment – shows



Pupils present results of the Youth Panel; event about cultural and education networks in city neighbourhoods, 5 May 2015

how this **redirection of resources** can be carried out sensibly. The aim is, through an Academy for Adults and using centrally available educational guidance services, to align an individual's educational path with actual educational opportunities.

➔ SUPPORTING NEIGHBOURHOOD FACILITIES FOR CULTURE AND EDUCATION

Hannover's neighbourhoods are well provided with cultural and educational facilities. There are **individual offerings** for every age group, and these are heavily used. At urban-district level, various **partners** who run facilities and networks – who are keeping pace with the times – play a vital role. Hand in hand with these players, offerings are **developed that are based on need**. The aim is to support creative potential, participation and civic involvement, all at local level.

Neighbourhood cultural facilities are, so to speak, intensive **networkers**: they agree on shared development pathways, develop themes and forums, and do joint public-relations work and marketing. This valuable work must continue to be **supported** in future, so that those involved can work **independently and in a way that is in touch with the people**. They make important contributions to supporting democratic processes at urban-district level, and to involvement and participation.

■ TWO GOALS – MEIN HANNOVER 2030 ...

- ... has diverse cultural and educational offerings at urban-district level for and with everyone, and creates 'houses for ideas'.
- ... 'networks' in the neighbourhoods with a view to jointly shaping culture and education, and also to jointly take responsibility for these things.

■ TWO STRATEGIES

Rebuilding the cultural and educational infrastructure

Cultural and education-oriented infrastructure must be **rebuilt** to meet demands in terms of multifunctionality, making the city a pleasant place to be, and participation opportunities. This includes the creation of **places in which people can meet and discuss issues, accessibility, and 'opening up'** more to the neighbourhood in order to remove any psychological barriers. In particular, 'knowledge' facilities, such as urban-district-level libraries, need appropriate approaches to using media so that they can use resources optimally and adapt to the future needs of their users.

Jointly developing infrastructure in the neighbourhood

When rebuilding the infrastructure, it is essential to develop it **together** with the local people. Joint goals, involvement and potential should be discussed and agreed within the context of **participation forums**, such as 'neighbourhood conferences'. It is important to involve those who use relevant facilities in these joint development processes.

To organise these participation processes, the relevant facilities need professional **network management**. This is given financial support, and those involved can obtain relevant skills. Staff on these networks must have a 'mandate' from the users so that they are accepted and can assume responsibility accordingly.



Results page of the Youth Panel on Education and Culture

"Learning is a key element of a democratic social order and you cannot bypass it. This resting, this arresting of time, is a key element of any reforming zeal."
(Professor Oskar Negt, sociologist and philosopher)

» INVOLVING EVERYONE IN CULTURE

*"Mein Hannover 2030' is a playground for creative and innovative minds."
(Contribution to the 'Wall of Comments')*

In the city of Hannover, culture is **'the stuff of life'** and a **beacon**. It confers **identity** both internally and externally. Artists, culture managers and cultural facilitators/communicators are warmly welcomed in Hannover. They are highly engaged in a process of dialogue aimed at developing **unique profiles** and forums, and at **involving everyone in shaping culture**. Hannover preserves and creates space for culture, art and artists and is open to new avenues.

Hannover is a national and **international place of culture**, and is keen to **preserve** its cultural heritage and to use it for the future, and to support **new ideas** and emerging talent. Close cooperation between cultural institutions is one of the city's special hallmarks. Excellence is respected in Hannover, just as much so as public involvement. With this array of assets, the city is more than ready to take on the international competition. Development in terms of cultural studies will be further expanded. Cooperation with higher-education institutions allows new creative ideas to be born.

■ FOUR GOALS – MEIN HANNOVER 2030 ...

- ... is a strong, splendid and attractive cultural city with many committed stakeholders, and confidently demonstrates this both internally and externally.
- ... maintains cultural networks and cultural dialogue at all levels.
- ... is, with many culture-related proposals and bids, gaining ground both nationally and internationally as it seeks to raise its profile and position itself as a cultural city.
- ... needs patronage and voluntary involvement for art and culture.

■ THREE STRATEGIES

Shaping Hannover's cultural landscape and letting beacons shine

Dialogue will be continued with stakeholders from the cultural scene, with both strengths and development potential discussed. The ability of creative artists and managers to support each other through **networking activities** is particularly beneficial. In this way, the cultural profile of Hannover can be heightened; this includes the following:

- **Herrenhausen:** Is an important, award-winning site of garden architecture and landscape design. At the same time, the gardens are a venue for art and culture, for audiences ranging from the general public to aficionados. With its palace, Herrenhausen also has a profile as an academic location. The aim is that the marriage of gardens and art will be encouraged by strengthening relevant scholarship.
- **Visual art and museums:** The city supports the renovation of museums and the activities of the art association, cultivates and promotes art in public spaces, supports joint projects, such as 'Made in Germany', and creates various spaces for use by artists, such as studios, exhibition rooms and training rooms. The city is developing a 'space system' for artists without a studio [temporarily or permanently as a cooperative scheme between various artists and cultural sectors].
- **Theatre, variety:** The 'Drama Education Centre' will be further developed and rebuilt into a 'Cultural Education Centre'.

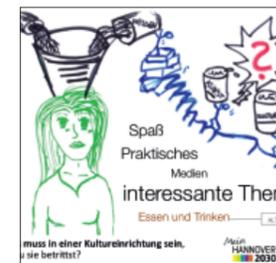


Pupils present the outcome of the Youth Panel; event on cultural and education networks in city neighbourhoods, 4 May 2015



Workbench; event on cultural and education networks in city neighbourhoods, 4 May 2015

*"Mein Hannover 2030' is colourful and lively. And still has a few secrets."
(Oral contribution to a dialogue event)*



Results of the Youth Panel on Education and Culture

- **Music:** The development of the youth music scene will be supported, especially in the jazz segment. An International Choral Centre for Children and Young People will be created in the Christuskirche church.
- **Literature:** Together with the main players from the literary scene, a new event forum called 'Getting Hannover reading' will be developed and realised.
- **Dance:** The momentum created by the Federal Dance Congress 2016 will be used to strengthen dance and the network of stakeholders, and to raise dance's public profile.
- **Art and Culture Innovation Fund:** Setting up an innovation fund to promote innovative, new projects, creating momentum in the cultural and creative scene in Hannover.
- **Culture marketing:** Culture marketing will be used in a targeted way, with new and traditional approaches used and new partnerships entered into. The next generation has specific requirements in terms of culture and marketing; these must be incorporated and addressed in the best possible way.
- **Cooperation with business development:** Art and culture are also understood in terms of the cultural industries. Together with the business development agency, ways in which special support or promotion of the cultural industries can create new impetus are being explored.
- Hannover will **raise the profile** of and publicise its **'beacons'**, such as the Herrenhausen Gardens, art forums, museums, etc.

Strengthening cultural participation

The city would be dysfunctional without culture. Hannover wants 'to involve everyone in culture', but not imposed from above in a 'finger-wagging' way. For this purpose, the city will create **forums for participation** at different levels, bringing together those who create culture and those who 'consume' it. Thus, for example, changing social trends such as globalisation and individualisation can be discussed and 'translated' into art/culture. Participation in art and culture is also beneficial with regard to inclusive accessibility, language and pricing – Hannover wants to provide support in terms of more and better opportunities.

In strengthening those who create art and culture, the particular aim should be more quality, more innovation, more experiments and more unifying features in the changing urban community.

Further development in relation to the City of Music

Inclusion in the UNESCO Creative Cities network as a City of Music leads to new perspectives for the city and those involved. The city will establish a **'World City of Music' platform** for music education. Its aim is to open up opportunities for artists to present their work in different countries, to build up an 'export network'. And internal network activities are also important: an interactive network [via the Internet] will be created, awareness-raising and marketing boosted, and experience with network participants shared.

In addition, the various activities in the field of music – and naturally in other areas of art and culture as well – are being used to launch a joint bid to be European Capital of Culture 2025. For this project, support, encouragement and funding are needed from many quarters.

» REFERENCE PROJECTS

*"I would like a school that has a playground with a roller-coaster and a slide."
(From a 'Kinderwald' ('Children's Wood') campaign)*



Results of the Youth Panel on Education and Culture



Ranga Yogeshwar, journalist (right), talking on the subject of 'How do we create good education?', 16 March 2015

1| Setting up an Education Office

Education providers have different roles; the city is the school authority, the federal state is responsible for the interior of the schools, and the schools themselves are independent. Childcare facilities obtain certification for their own educational services, adult education does the same, and so on. The aim is to bring together the various powers of the education providers in an Education Office so that in future they can work together on optimising educational transitions and individuals' own educational paths. The primary focus is intended to be on the challenges of language support, inclusion and careers guidance and on advisory services. The Education Office will then coordinate cooperation at urban-district level in particular. It is the City Council bodies that have decided to set up the Education Office; the federal state will release teachers to work in this facility.

2| Academy for Adults

The Academy for Adults has been approved by the City Council bodies and is being set up. Its chief aim is educational guidance for adults seeking the right path in their educational development. The Adult Education Centre's offerings will be brought together in the Academy and will include opportunities provided by third parties. Teaching ranges from adult literacy classes, and catching up on school-leaving qualifications, to German/integration courses and professional development opportunities. There is a need for support programmes provided by nationally and federal-state-run facilities to be combined in a more targeted way, not least to meet current challenges arising from immigration by sustainable means.

3| Developing the 'House of Ideas' as an umbrella brand

Neighbourhood facilities must increasingly develop into 'Houses of Ideas' that provide platforms for the urban districts' initiatives and resources. The 'Houses of Ideas' are accessible to all, intergenerational, and places of knowledge and culture, which both facilitate digital transfer of knowledge and serve as practical 'testing grounds' for democratic coexistence. They are multifunctional and have a positive atmosphere. The 'Houses of Ideas' will be developed together with the people involved, using their creative potential. For their part, they have to organise conferences, enable 'networks for ideas', be committed to addressing urban-district concerns and help turn plans into reality. The focus is not so much on the function of a given space, but rather how it and its resources can be used jointly by initiators, irrespective of their age, gender or where they come from – with a view to supporting productive development more effectively for the neighbourhood in question, and playing a proactive role in implementation. The 'House of Ideas' will be developed in close cooperation with the 'age/ageing appropriate neighbourhoods' initiative.

4| Putting networking activities on a more professional footing

In particular, this important work at urban-district level requires forms of cooperation for which, to date, there have been no forms of organisation that are firmly in place. How 'binding' can the administration's work with residents be, or rather with people who are not members of the administration? How can the work be 'opened up' to outsiders; what skills – and what rules, for that matter – are required? Cooperation between the administration and people who do not work in the administration can succeed only if forms of organisation are approved by administrative

heads and by the government, and if joint learning is made possible. Network set-ups and experience gained at neighbourhood level can be drawn on here.

5| Creating digital learning environments

The schools will, via the City of Hannover's media development planning department, have a window onto international developments. In the next few years, the city will also invest in this area and try out relevant applications together with the schools. In particular, equipping schools with digital devices will be related to the question of 'different' learning. The goal is not to replace books by digital devices, but to use them for the purpose of differentiated teaching.

As with schools, the future of libraries will be characterised by digital learning. The City Library not only has to organise procurement of digital resources through media planning, but also to involve users in finding the right media mix and trying out these media. The questions at the heart of the 'digital library' [as a place of learning] will be 'how and why' rather than 'whether'; they will be taken up by the City Library's media development planning team.

6| Cultivating dialogue

Workshops on culture have resulted in successes, with joint projects now underway. The Culture Office will make greater use of the instrument that is dialogue-led cultural development planning – working together with those who create and manage culture and making a point of involving the public, i.e. the wider urban community.

7| UNESCO City of Music

Hannover has been given the accolade of City of Music status by UNESCO in recognition of its achievements in the field of music and the music industry. At the same time, this represents a challenge in terms of future developments. Bearing in mind the relevant frameworks, the next steps to be taken by the management are as follows.

The Cities of Music network is consistently enriched by the City of Hannover's existing town-twinning relationships. And Hannover's excellence, in terms of working in networks and raising the profiles of all concerned, will be made available to other partners as an 'export'. This is the express desire of UNESCO Germany. The aim is that, in conjunction with its twinned cities, a data-based information and communication platform will be created that not only facilitates knowledge transfer but also helps to organise communication between artists, and put it on a more professional footing.

'Hörregion Hannover', an interdisciplinary network relating to listening, is integrated into the city's activities, and the aim is to harness interaction between twinned cities' music industry players in developing new products and formats.

8| Bidding for European Capital of Culture status – a shared goal

Hannover has a wealth of cultural riches. Nationally renowned cultural institutions, such as the Sprengel Museum, Herrenhausen Gardens, the KunstFestSpiele arts festival and the State Theatre – in combination with a colourful, innovative fringe scene – make the city into an exciting, diverse place where everyone can experience culture. With its diversity, its history and its ideal infrastructure, Hannover's bid to be European Capital of Culture 2025 is clearly justified.

*"Parents should be better prepared for school."
(Parent at a family conference)*



The survey starts at Stöckener Markt: Youth Panel on Education and Culture; 1 February 2015

4 INCLUSION, INTEGRATION AND PARTICIPATION

How do we strengthen independent living and social participation?

*"So we are growing – in spirit.
We are growing – in efficiency.
We are growing – as a
network. We are growing – in
every respect. Let's grow
together, let's grow together."
(Tobias Kunze, Poetry Slam,
24 June 2015)*



Thomas Walter, Head of the Youth and Social Department, opens a Town Hall discussion on the 'Welcoming Culture', 13 December 2014

Hannover means **diversity**. Its people include girls and boys, women and men, families and those without children, and inhabitants of all ages from the very young to the very old, in all of the city's various neighbourhoods. Hannover also has people with and without experience of immigration, with and without disabilities, people with more money and those with less.

The City Dialogue was intended to capture this diversity and give a voice to different groups in central and peripheral places. The stated aim was and is to make an independent and self-determined life possible for as many people as possible, today, tomorrow and in 2030.

Under the heading 'Inclusion, integration and participation' [as an Area of Action], therefore, the aim is an urban community in which **opportunities and access** are so evenly distributed that nobody needs to experience additional disadvantages or barriers just because of this diversity. In other words: **nobody should experience disadvantages or barriers** based on age, gender, income, lifestyle, religious affiliation or any disability, when it comes to access to education, care, leisure, culture, housing or the opportunity to participate in the City Dialogue.

Inclusion, integration and participation are **Cross-Sectoral Issues** that are recurring themes throughout the City Development Plan and affect all the Areas of Action. Since there is no simple answer to these questions, the following chapter is divided into a total of seven sub-chapters. This allows enough space for each individual aspect, reflecting the strength of feeling expressed in the City Dialogue.



For further reading: Lokaler Integrationsplan 2008 [Local Integration Plan 2008]; Jährliche Inklusionsberichte seit 2011 [Annual Inclusion Reports since 2011]; Kommunaler Bildungsplan und Bildungsmonitoring seit 2009 [Local Authority Education Plan and Education Monitoring since 2009]; Der Hannoversche Weg – Lokaler Beitrag für Perspektiven von Kindern in Armut und Umsetzungsstrategien 2011 [Hannover's Approach – Local Contribution for Perspectives of Children in Poverty and Implementation Strategies 2011]; Sozialbericht 2013 [Social Report 2013]; Familienmonitoring seit 2011 [Family Monitoring since 2011]; Strategie Familienpolitik 2011 bis 2015 [Strategy Family Policy 2011 to 2015 [Printed Paper' 1583/2010, 2616/2012]]; Konzept Familienkonferenzen [The Family Conferences Concept [Printed Paper 0125/2012]]; Repräsentativbefragung Familie, Schriften zur Stadtentwicklung 121/122 [Representative Survey Family, Publications on City Development 121/122]; www.familienkonferenzen.de, www.hannover.de/familie; [Fachbericht/Programm „Weiterentwicklung der Familienpolitik 2015 – 2020“

[Veröffentlichung vor der Sommerpause 2016]] Specialist Report/Programme 'Further Development of Family Policy 2015 – 2020' [publication before the 2016 summer recess]; Seniorenplan 2015 [Senior Citizens' Plan 2015 [Printed Paper 2230/2015]]; Soziales Hannover 2030: Stadtdialog auf neuen Wegen. Inklusion – Integration – Teilhabe [Social Hannover 2030: A new direction for urban dialogue. Inclusion – Integration – Participation], 2015; Barrierefreies Bauen in Hannover – Planungs- und Ausführungshinweise für öffentlich zugängliche Gebäude, 2016 [Disabled-Access Building in Hannover – Planning and Execution Notes for Publicly Accessible Buildings, 2016] [all publications in German only]



FOSTERING A CULTURE OF WELCOMING AND RECOGNITION

Hannover was and remains **a city with a strong immigrant culture**. As a central aspect of urban policy, integration work in Hannover to date has been aimed primarily at improving the participatory opportunities of people with an immigrant background who live here, in all walks of life. In future, a culture of welcome and recognition needs to become even more important. It is the task of all Hannoverians to develop and experience it still further. It is aimed at all the people who have chosen Hannover as the focal point of their lives.

'**Welcoming culture**' is best described in terms of one's **basic attitude** to immigrants: Hannover is a cosmopolitan city, shaped by a culture of **appreciation and recognition** of social diversity. Immigration is self-evident. All immigrants must benefit from this culture of welcome – the urban community is turning away from the outdated 'isolationist culture'. The potential, opportunities and resources of immigration and ethnocultural diversity are harnessed and provide valuable contributions to the development of urban society. This means that the city community, organisations and institutions will 'open up' more than they have before, to create an overall environment conducive to experiencing immigration and social diversity in a positive way.

The welcoming culture forms the **basis of civic co-existence**. The children of immigrants should benefit from a culture of recognition. Contributions to the welcoming culture are expected from them too, and they for their part can experience recognition and appreciation by the urban community.

Right now, the city is facing the challenge of 'giving a good reception' to the rising number of refugees and asylum seekers. Short-term answers are being found to provide the new arrivals with appropriate housing and help them find their way in society. Above and beyond these short-term solutions for receiving these people, a welcoming culture is also the basis for integrating those who want to stay in Hannover. It is clear that the associated social challenges can be met only in a joint effort by everyone involved, including the immigrants themselves.

THREE GOALS – MEIN HANNOVER 2030 ...

- ... is a cosmopolitan, non-discriminatory city with a strong immigrant culture, and has a welcoming culture supported by the entire community.
- ... will not tolerate racism and other ideologies that show disregard for human dignity.
- ... has a strong participation culture in all population groups which helps the city thrive.

*"Home for me means: being familiar with the social rules of play."
(Thomas Walter, Head of the Youth and Social Department)*



Rita Süßmuth, Former President of the German Bundestag, giving a ceremonial address on a special 'Future in Diversity' themed day, 9 May 2015

FOUR STRATEGIES

*"It takes time before one really feels at home."
(Christos Panzatis, Member of the Lower Saxony State Parliament)*

Establishing a culture of welcoming and recognition

The establishment of an **Immigration Office** for all arrivals and immigrants has created a central point of contact that makes provision for all necessary support at the initial stages when immigrants are getting settled. There are sufficient **interpreting services** available, since multilingualism is seen as an asset and when certified, for example, is recognised as a special qualification. The City of Hannover is working towards simplifying recognition of certificates and qualifications gained abroad, and sufficient **educational** and [post-]**qualification measures** are offered [such as repeat qualification, placements in companies, and specialised German courses for specific occupations]. **Sponsorship or mentoring programmes** help immigrants to find their feet in Hannover. Children and adults find many opportunities to learn German.

Showing the way forward

The administration, basic services and other structures work **without discrimination**; the employees are provided with awareness training as appropriate. The proportion of employees with an immigrant background corresponds to that in the population as a whole. **Equal opportunities** on the **labour market** are achieved using measures such as anonymous application procedures. The same applies to the **housing market**, where the City of Hannover is using its powers of influence to promote discrimination-free access for all. An accompanying **quality-management** system [involving, for example, customer surveys or the determination of 'intercultural minimum standards' based on minimum wage standards when awarding contracts] monitors access to the services of the administration, basic services [public-authority tasks] and other public structures to ensure there is unobstructed access, in every respect, to all residents.

Expanding voting rights in local elections

The City of Hannover is in favour of introducing active voting rights in local elections from the age of 16.

Strengthening participation at neighbourhood level

Both in the **neighbourhoods** or urban districts and at municipal level, **participation structures** will be extended to reach those residents in particular who have no general voting rights. The city cooperates on an equal partnership footing with organisations representing immigrants. **Voluntary work** will be coordinated more effectively, supported and funded.

MAKING THE CITY MORE INCLUSIVE

As early as 2011, the City of Hannover resolved to **implement the UN Disability Rights Convention** by means of a plan of action entitled 'On the way towards becoming an inclusive city'. The aim is to adapt the built environment, and all local structures and services, so that they can be used by people with and without disabilities, by the entire urban community. A living environment will gradually come into being in which people are **not marginalised**, but will self-evidently belong. In addition to reducing physical obstacles in buildings, the removal of 'barriers in the mind' will play an important role in giving shape to Hannover as an inclusive city.

*"I am very happy with Hannover and want my city to stay as cosmopolitan and multicultural as it is."
(Oral contribution to a dialogue event)*



Roleplay; event on 'Age- and ageing-friendly neighbourhood development', 4/5 March 2015



*"Cohesion requires 'minders' and facilitators/communicators in the neighbourhood."
(Professor Herbert Schubert, Cologne University of Applied Science)*



Everything that families need – on the market square. Family Sunday, 19 October 2014

TWO GOALS – MEIN HANNOVER 2030 ...

... is laying the foundations for equal access to housing, training and jobs, education, cultural and leisure activities, and ways of getting around.
... is creating a framework for self-determined, inclusive life for all.

FIVE STRATEGIES

Providing easy access when getting around

Ease of getting around is an important aspect in making the city more inclusive. More barriers must be removed and standards established in this regard. Since this task is not the sole responsibility of the municipality, the City of Hannover supports and advises whenever possible. The various aspects involved make for an integrated task that is addressed cross-departmentally. **Public transport** will be modified to satisfy barrier-free requirements. In public spaces, the language used in orientation systems, signage and other information sources and signs will progressively be simplified, with large pictograms and possibly with acoustic signals. The City of Hannover supports the establishment of a central pool by means of which **flexible assistance services** can be booked. Moreover, barrier-free standards will be consistently implemented for structural modifications in the public sphere. People with disabilities will be involved in these plans from an early stage.

Creating easily accessible living environments

As well as the ability to get around, living in **easy-access homes** is also an important requirement for a self-determined life. The city and housing companies will consistently apply the barrier-free standards required by legal regulations to work involving new building and structural modifications. Renovations will be required to provide the greatest possible freedom from obstructions. When old listed buildings are renovated, the best possible compromises between ease of access and heritage protection considerations are sought. The public **living environment** will also be made barrier-free. At urban-district level, provision has been made for many forms of easy-access housing [flat-sharing communities, assisted living, in families and other forms with trained assistants in sufficient numbers].

The City of Hannover can encourage **shops, public conveniences, medical practices, cultural institutions** and other facilities to become **barrier-free**, especially by setting a good example and helping to raising awareness on the part of the relevant owners. Properties rented from the city will be modified to meet the strictest ease-of-access standards.

In implementing barrier-free standards, current Lower Saxony building law, current DIN standards and requirements set out in the booklet 'Barrier-free building in Hannover' will continue to be adhered to.

Ensuring inclusive education

An inclusive educational landscape is a key factor. Taking further steps to implement inclusion is a task for the future. **Local schools and other educational institutions will therefore continue to be improved to ensure inclusiveness.** They should be situated **as near as possible to people's homes.** The focus is on personal educational backgrounds and paths, meaning that educational courses

and tests are adapted to individual circumstances. Appropriate provisions exist for individual, demand-based support [i.e. experts] in various areas of education – for children, young people and adults alike.

The following points are essential for successful inclusion in child daycare facilities. The handling of transitions within the systems is vitally important. An appropriately supportive policy environment must be created. This includes not insisting that disabilities are formally diagnosed; having flexibility of entry into the system to ensure that no child is left behind; smoothing the transition through convergence of learning environments; and developing a shared educational perspective. Close cooperation and networking with experts, so that their knowledge can be applied to childcare facilities, is another key factor for success.

The city advocated the establishment of inclusion as a mandatory part of **teacher training** and of professional development for those in educational jobs. The city encourages more natural interaction with people with disabilities, as promoted by measures including the employment of more teachers and educational personnel with disabilities in inclusive schools and childcare facilities.

Opening up inclusive routes to training and employment

The implementation of the 'Inclusive City' goal is also imperative in aspects other than schooling. Employers will therefore be fully informed about **creating jobs for people with disabilities**; they will be made aware of their needs and supported in their activities. As an employer, the city sees itself as a role model for the employment of people with disabilities, and is developing specific projects to increase the proportion of people in employment and training. It encourages establishment of **life-long vocational training and professional development** opportunities under barrier-free conditions for all, including people with disabilities. All executives and employees of the city administration have received in-depth awareness training on the needs of people with disabilities.

Hannover is cooperating with the **Agency for Employment** to help people with disabilities find work better suited to their skills. The previous practice of automatically placing people with disabilities in workshops for the disabled is to be ended. The city will join other stakeholders in campaigning for the **abolition of fixed-term employment for people with disabilities**. It will also back the call to **increase compensatory contributions** which companies pay for jobs not granted to disabled people, and to raise the **statutory minimum** proportion of persons with disabilities in the workforce.

Making culture and leisure inclusive

Participation in cultural and leisure activities is an integral part of a self-determined life. Further efforts to achieve barrier-free living conditions and equal opportunities are therefore required. All **municipal cultural programmes** will be made fully accessible. The **suburban neighbourhoods** already include **meeting places** and spaces for leisure activities that meet inclusiveness criteria [for example in urban-district-level facilities/centres ['Stadtteiltreffs'] or sporting activities]. The city is also campaigning for structural modifications improving access to private-sector facilities [such as cinemas or concert halls] and provides advice as required. **Provision of information** about the range of offerings [for

*"No cobblestones, please."
(Wheelchair user, dialogue event in cooperation with Hannover's 'Lebenshilfe' counselling service)*



Round-table discussion with the Mayor and CEO; City Youth Day, 26 September 2015

*"Maintain a realistic view of what is possible, but dare to experiment as well."
(Dr. Michael Lichtblau, University of Hannover)*

example, in sports clubs] and the accessibility of the various facilities will be improved. This involves providing materials in easily understandable language and disseminating them through both traditional and new media [newspapers, radio, Internet, interactive media]. New methods and media will be tried out.

» SUPPORTING NEIGHBOURHOOD DEVELOPMENT THAT SUITS ELDERLY/AGEING PEOPLE



Lively open-floor discussion; event on 'Age- and ageing-friendly neighbourhood development', 4/5 March 2015

*"I can't find a barrier-free flat in Roderbruch that I can afford, but I don't want to move away."
(Wheelchair-bound pensioner)*

City neighbourhoods are 'where it's at'. These are the immediate living environments of their residents, this is where they want to live well and get involved. Along with local **infrastructural development**, 'Age- and ageing-appropriate neighbourhood development' requires the **togetherness** and **commitment** of residents and relevant players at urban-district level. Organising neighbourhood festivals, neighbourhood walks, cultural events and writing workshops are all part of this. So is establishing and enhancing a sense of neighbourhood community and enabling people to come together, as well as providing information and advice on issues relating to 'pre-care' and care status, and on measures to adapt homes and provide support. Three urban districts – Südstadt, Döhren and Kirchrode – have already joined forces with local partners to create structures for support, to delay the need for long-term care and to promote dialogue between the generations and various ethnic groups. They have added projects and information on the issues of 'dementia', 'poverty in old age' and 'getting around'. In the years ahead, it will be important for the **urban districts to be able to tailor their development to the ideas and desires of their residents**. The varying needs of people at district level – young and old, those with disabilities and those who are able-bodied, poor and rich, and others with different cultural backgrounds – must also be incorporated. It will not be possible to make every wish come true. Instead, what counts will be turning shared ideas, which will benefit as many people as possible, into reality. 'Age- and ageing-appropriate neighbourhood development' aims to establish and expand social infrastructure at urban-district level to help residents enjoy independence and a high quality of life into old age, to enable participation and to promote health. This addresses the needs of all people, not just certain age groups. These challenges can be solved only if the relevant players in different areas [amenities, getting around, health, intergenerational dialogue, education, culture, administration and government] pool their efforts, thinking and acting in an integrated way. Everyone is called on to deliver their own contribution to success.

■ TWO GOALS – MEIN HANNOVER 2030 ...

... is enriched by active neighbourhoods with good social, technical and health-oriented infrastructure developed with local residents.
... enables all people to live a self-determined and active life, up to old age, in community within vibrant districts.

■ THREE STRATEGIES

Strengthening neighbourhoods

Hannover's urban districts are the **backbone** of its development. They are the city's vital, fundamental group units and where it really takes shape. Social infrastructure that enables people to **lead independent lives** in their own homes,

*"Today's efforts are important for the success of tomorrow."
(Andrea Hammann, Officer for People with Disabilities, City of Hannover)*

"No 'homes'. At home instead of in a home."
(Participant in a dialogue event)



Citizens getting involved 'on the ground'; 'Open-Air Dialogue', Roderbruch Market, 30 May 2015

for as long as possible, will be developed both jointly and at **local level**. This includes medical facilities, services [nursing, household support, shared activities], open spaces and meeting places, shopping facilities, culture, sport, education and fully accessible, affordable housing. **'Jointly'** means working in partnership to achieve shared goals in conjunction with neighbourhood management processes, social facilities, voluntary workers, the city administration, the urban districts and, above all, fellow-residents.

Encouraging good examples

Development at urban-district level will continue to be supported and promoted in future. Particular attention should be paid to those neighbourhoods that establish new **networks** with new ideas, or continue existing networks and reach more people by these means than was previously the case. Relevant players who were previously only slightly involved are expected to be **mobilised** successfully [cf. as an example the dialogue and participation methods used in the Area of Action 'Inclusion, integration, participation', as documented in 'Soziales Hannover 2030: Stadtdialog auf neuen Wegen' [Social Hannover 2030: A new direction for urban dialogue], Hannover 2015 [in German]]. The aim is to particularly emphasise the idea of joint neighbourhood development **on a partnership basis**.

Special efforts demand recognition: good examples are awarded a **seal of quality** that recognise exemplary and successful developments.

Continuing implementation of the 'Age- and ageing-appropriate neighbourhood development' plan

The successful plan entitled 'Age- and ageing-appropriate neighbourhood development', which is recognised by relevant local players, will be continued and expanded. Three urban districts – Südstadt, Kirchrode and Döhren – have already started to create optimum quality of life for all age groups – not just for older people. In future, **other neighbourhoods** will adopt these plans or others based on them.

» MAKING NEIGHBOURHOOD INFRASTRUCTURE MORE FAMILY-FRIENDLY



Comments on a city district; 'Open-Air Dialogue', Roderbruch Market, 30 May 2015

Families enjoy living in Hannover, but they account for only 17 per cent of the population. And many families are still moving away because they cannot find the homes they want. Fathers and mothers are stressed at work and at home. 92 per cent of fathers and 73 per cent of mothers in two-parent families work today, as do 75 per cent of single-parent families. Many families are **pressed for time**, caught between childcare, looking after older relatives, their work, other commitments and their social networks. And their **earned income** is frequently not enough to meet the living costs of a family. A quarter of Hannoverian families receive benefits even though many of them work.

Family-friendliness is an important **locational factor**. Many companies are already actively seeking to meet the rising demand for work-life balance models for men and women. Most young families are pursuing models in which family and work responsibilities are shared on a partnership basis. But there is still a wide gulf between desire and reality. After the birth of a child, many couples still follow a more traditional family pattern – the man works full-time and the woman is a supplementary earner with a part-time job that may be only 'marginal' in nature.

"Roderbruch can be like a little village."
(Resident of a city district)



Images of a city district; 'Open-Air Dialogue', Roderbruch Market, 30 May 2015

"The sense of neighbourhood must be strengthened because the districts are often too big already. Occasions must be created for getting to know and meeting each other."
(Participant in a dialogue event)

The City of Hannover wants to further improve the **good framework** that is already in place, offering the best possible opportunities for families [see also the section on 'Enhancing the equality of women and men']. **Dialogue with families** is the best approach. It includes more effective communication regarding the comprehensive infrastructure and the wide range of options, since many families are not aware of what is available. Surveys and dialogue [family monitoring, family forums, family conferences both online and offline, representative family surveys] held in recent years have provided important findings in terms of the realignment and further development of Hannover's family policy. The outcomes and initiatives will be published soon in association with the programme entitled 'Further Development of Family Policy in Hannover'.

In the future, the **infrastructure** will be brought more closely into line with the latest trends. It is increasingly important that, for example, **opening times** of leisure, culture, sport, youth and children's facilities are made more **flexible** to suit family needs, and that staffing of educational institutions is tailored to meet the rising demand. Working parents today need greater reliability for planning purposes, which is why educational transitions must be made more reliable in future. Good preparation for primary school, help with language development, more all-day schools, availability of lunches and media education are aspects for which many parents desire **support**, as are sensitivity to **inclusive and intercultural needs**. However, the development and use of **public spaces** or traffic planning are also areas where special attention must be paid to the usage, mobility and creative needs of children and young people [see also page 25, 'Maintaining high quality of living and open spaces']. The **cleanliness** of the city is a perennial issue for families. **Housing** is another major aspect for many families – a shortage of accommodation would have a negative impact on low and medium-income families seeking homes. Families take up to 19 months to find affordable, family-friendly accommodation [see also page 33 'Creating homes for all'].

■ TWO GOALS – MEIN HANNOVER 2030 ...

... is a child-friendly and family-friendly city in which all families are economically secure and live healthy lives.

... provides family-friendly information services and infrastructure at neighbourhood level that support the self-reliance and self-organisation of families.

■ ONE STRATEGY

Strengthening families

Families going through different stages of life and life situations can make use of comprehensive **infrastructure that supports families**. It helps women and men achieve the fairer division of work they are seeking within the family, and facilitates genuine freedom of choice between work and family. This includes needs-based, inclusive education and childcare that take account of the diversity of families – for example child daycare facilities, public playgrounds, after-school care clubs and all-day schools, holidays, FLUXX emergency care for children and relatives who require care – as well as an integrated system of early help for families in crisis situations. A new information and communication culture is guided by the communication needs of specific target groups, such as the young-parent generation, immigrants or refugees, and makes sure that the public is aware of these options.

"For Hannover 2030, I would like my new-born daughter to be able to live really well, with a lot happening for young people and a wealth of cultural opportunities."
(Oral contribution to a dialogue event)



A programme as colourful as the scene; City Youth Day, 26 September 2015

Cross-provider networks at urban-district level and on the jobs market promote supportive neighbourhoods and help women and men who care for their families to access careers or return to working life. They help towards more efficient time management and help families make better use of their available time. Other aspects of pro-active family policy can be found in the programme 'Further development of family policy 2015 – 2020'.

Families find diverse and well-integrated educational infrastructure, both in their particular neighbourhood and the wider municipal area, which enable all family members to share participation and education opportunities from birth into old age. People who, with their potential to serve as facilitators/communicators and guides at urban-district level, are identified as **'key figures'**, acquire skills enabling them to increasingly support local families and networks.

Urban-district-level dialogue on improving the family-friendly infrastructure will be continued. New dialogue forums tailored to the target group will also be used. These information and communication opportunities will be fully accessible, up-to-date and interactive.

➤ GREATER GENDER DIVERSITY – STRENGTHENING THE SENSE OF IDENTITY

Recognising and strengthening diversity are important considerations in discussion of the different needs of women and men. Conscious recognition and promotion of **diverse approaches to life** is an important prerequisite for social participation by girls, women, boys and men and for enhancing public awareness of gender diversity.

On the one hand, it is a matter of strengthening the **equality of women and men** to establish equal access to educational and participation processes, and to all occupational fields, with their wide range of opportunities for professional development and career advancement, while eliminating gender-based disadvantages and discrimination. On the other hand, diversity in **identity formation** must be facilitated, supported and strengthened to maximise the diversity of **approaches to life** adopted. Heterosexual, homosexual, intersexual and transsexual partnerships, with or without children, are just some of these options. Awareness must be raised and authentic interaction made possible.

In the City Dialogue, the subject of gender diversity was discussed under the heading 'Girls in the city'. Girls and young women were selected as a target group because, in spite of considerable progress, equal opportunities for girls and young women have still not been realised – in their choice of occupation, for example, or in weighing career opportunities against the concurrent desire for children and family life.

Various participation methods and cross-provider events at central and peripheral locations gave girls confidence to discuss their ideas for 'Mein Hannover 2030' and share their own particular aspirations in life.

The following goals and strategies take account of all aspects of gender and diversity in relation to girls, women, boys and men.

"'Mein Hannover 2030' is my green, child-friendly and senior-friendly city."
(Contribution to the 'Wall of Comments')



Legal graffiti; City Youth Day, 26 September 2015

■ TWO GOALS – MEIN HANNOVER 2030 ...

... is open to a wide range of lifestyles adopted by girls, women, boys and men.
... very much incorporates gender-specific needs into decision-making processes and provides great scope for participation.

■ TWO STRATEGIES

Raising community awareness of topical issues

So that the issue can take shape more fully, the administration will draw up an **interdepartmental, overall plan** [monitoring, quality assurance, optimisation]. In youth [including youth welfare] work, **teams with equal gender representation** are encouraged and appointed. Youth welfare specialists regularly undergo in-service training and professional development on the subjects of gender and diversity. A 'Queer' perspective² is also established as a cross-sectoral task in youth work. In connection with public spaces, possibilities should be secured and created here [as in other areas], to permit wide-ranging appropriation of social space and therefore **equality of participation** for girls in educational opportunities outside school. Gender-related opportunities in the cultural, education and leisure sectors will be expanded. [More] 'Future Days', recruitment events with hands-on careers booths [in the administration, in institutions and companies] involving participation by girls will be initiated and organised.



Young people discover the city; Family Sunday, 19 October 2014

Contributing to the discussion on equality, gender and diversity

The administration will regularly – on an interdepartmental, interdivisional and cross-provider basis – engage experts in discourse on new theories and approaches in gender research and, where appropriate, substantiate these in practice. In addition, **quality dialogue** between specialists who work with girls, in government and in specialist administrative services will be encouraged, and **quality characteristics** of gender-differentiated work will be developed. Contemporary, gender-related approaches to participation will be implemented to promote a **culture of openness and participation**. These also include intergenerational dialogue between the specialists working with girls and those who work with boys, for instance. New and up-to-date forms of work with girls and boys will be established and current offerings specifically aimed at either girls or boys included in decision-making processes.

➤ CHANGING PERSPECTIVES: YOUNG PEOPLE ENLIVEN THE CITY

Hannover is a **young, growing city**. Around 100,000 young people aged between 10 and 26 live here. The number of children and young people is rising constantly, a result of both births and the immigration of families. In particular, the 18- to 25-year-olds are among the fastest-growing age groups in Hannover.

"Getting an inside look at the work of a politician was a lot of fun."
(Girl, Girls' Democracy Day)

Youth policy and youth participation have always been of **great importance** in Hannover. The 'Mein Hannover 2030' dialogue does not represent the first time its young people have participated in civic affairs; earlier projects such as 'Jugend bewegt Stadt' ['Young people get the city moving'] and the 'Advisory council to promote youth cultures', established in 2012, gave them a voice. Without being tied down by red tape, young council members decide on funding applications by

*"Why are the city trams green or silver? I'd like more colourful trams – yellow, green and pink, say."
(Girl, Getting Around Day)*



Deputy Mayoress Regine Kramarek (3rd from left) working with young 'councillors'; Girls' Democracy Day, 26 June 2015

*"Thinking outside the box helps."
(Participant in a dialogue event)*



BMX scene in action; City Youth Day, 26 September 2015

youth initiatives active in areas such as sport, culture and music, and represent youth cultural scenes in the city.

Young people want to, and will be encouraged to, participate in the City Dialogue as individuals taking control of their own lives and their own futures [i.e. 2030]. They consequently need authenticity in the dialogue process so that they can specifically ask their own questions, as well as **contributing their own view-points and creative solutions** to the political decision-making process.

Clubs and youth associations, independent youth initiatives, local facilities and educational institutions represent the diversity of youth cultural scenes and provide opportunities to participate and share. They know and use the proper instruments to enable young people to **participate directly in urban development processes**.

Young people took part throughout the entire dialogue phase. Under the slogan 'Young people enliven the city – Hannover en route to becoming a youth-friendly community', the City Youth Day marked both the conclusion of the dialogue and the launching of **youth-friendly urban development**, for which the following goals were conceived.

■ TWO GOALS – MEIN HANNOVER 2030 ...

- ... systematically focuses on the interests and needs of young people on the basis of a youth-friendly model.
- ... offers young people diverse and effective opportunities to influence things and for education and participation, works in an integrated and coordinated manner, and promotes active participation and self-organisation.

■ THREE STRATEGIES

Guiding principle for the 'youth-friendly community'

A medium-term objective involves developing a guiding principle for a youth-friendly local community that involves youngsters and young adults as well as local political and social stakeholders such as clubs, associations and independent initiatives.

Development of a 'youth impact assessment' instrument

From a municipal-policy point of view, the focus on youth interests in the city must be strengthened. Young people are being valued increasingly highly as an economic factor in the future of our society [in the light of issues such as shortage of skilled workers and safeguarding pensions]. Ways must be found to involve young people in all socially relevant issues and policy areas. The local administration intends to develop a 'youth impact assessment' instrument that can be used to examine the effect of political projects and measures on young people. Its purpose is to establish whether, and if so how, young people are involved in the planning and implementation of public projects.

Youth culture and youth work

In addition to the challenges they face at school, in training and at work, young people need resources in terms of both space and time. These must provide opportunities for personal growth, for trying things out and for pushing one's limits. A youth-

friendly local administration must be able to provide space [including public spaces] – and allow processes – conducive to development of youth culture in the city.

➤ ENSURING PARTICIPATION IN SPITE OF POVERTY

Today, almost **one in five residents are already in danger of falling into poverty** and more than 15 per cent of the population receive **welfare benefits**. Children, young people and families are particularly affected. Poverty can affect anyone, and **for various reasons** – unemployment, low pensions, sickness or the need to care for invalid relatives. More people can be expected to suffer poverty in future, especially in old age. Efforts by Germany's federal and state governments to counteract or mitigate poverty may perhaps alleviate material need. The **opportunity to take part in community life**, to get involved and to maintain contacts and networks, is just as important. Government, the administration and the urban community in particular must therefore rise to the challenge of ensuring participation in spite of poverty, and this will continue to require special attention in future years.

■ ONE GOAL – MEIN HANNOVER 2030 ...

- ... safeguards the basic needs of people affected by poverty and promotes access to participation by means of a broad, reliable network and people trained to provide guidance at urban-district level.

■ TWO STRATEGIES

Recognising and reducing poverty

Poverty risks can be identified by the geographically based **social reporting** already in use today. This instrument must be continued and refined for future use. **Countermeasures** developed in response can be directed at specific urban districts and target groups, for instance by providing people with specific information about their options [access to the labour market, welfare benefit claims, social services, participation in social life]. Residents are **actively integrated into the neighbourhood community**, thus helping to remove any inhibitions. The sooner people can [re]gain control over their lives, the greater are the chances of overcoming poverty and reducing the risks of poverty.

Strengthening participation – using networks

Particularly in view of high poverty risks, potential victims **should be reached at an early stage**. They should be supported as soon as poverty threatens. This requires special forms of response and participation directed at current needs. Available labour market-related **networks** in the city and surrounding region aim to provide access to the jobs market, with the involvement of the Job Centre, the Agency for Employment, the chambers of skilled trades, commerce and industry, education providers and business development agencies, family management and family services offices. Examples include the Skilled Workers' Alliance, working groups focusing on family and careers and easing the transition from school to work, the Single Parents' Network, the approaches adopted by the 'Vocational Support for Young People' initiative and Job Centre fairs in which the city participates. These agencies are intended to be **more closely interlinked** with the existing networks at urban-district level. Local Guides or facilitators/

*"'Mein Hannover 2030' is danceable until the clouds turn purple again!"
(A young person's wish)*

*"Money alone is not such a big deal; happiness is just as important."
(Participant, City Youth Day)*



The time journey begins; Family Sunday, 19 October 2014

communicators can effectively support this work. This will also strengthen the **social cohesion** of neighbourhood residents. It is important that local players **organise participation themselves**, and that the government and the administration direct their support to where it is desired and most beneficial. With regard to communication, the increased focus on new media and other forms of dissemination will be integral to the further development of networking activities.

» REFERENCE PROJECTS

1| Immigration office [Welcome Centre]

- the central contact point for all new arrivals and immigrants seeking assistance, especially at the early stages
- necessary services from a single source
- pre-entry guidance ranging from visa procedures to the granting of residence permits
- comprehensive advice to new arrivals on all relevant questions, such as seeking accommodation, language courses, childcare, school attendance, recognition of foreign qualifications, etc.
- the target group is new immigrants, including skilled workers, job seekers, students and scientists from abroad
- cooperation including advice on business start-ups, family services office, family management, academic institutions, chamber of commerce and industry, chamber of skilled trades, the migration services of welfare associations, Job Centre, Agency for Employment

*"I need someone who knows that I'm there."
(Participant in a dialogue event)*

*"'Mein Hannover 2030' should be a place where everyone feels welcome and can say: this is my city!"
(Oral contribution to a dialogue event)*

2| Training for young people with disabilities in the city administration

In a pilot scheme, young people with disabilities will be targeted for recruitment as vocational trainees in the city administration, helped to prepare for this training and given ongoing support with it. The aim is to gain experience so the project can be used as a model. The city administration shows itself to be a suitable, inclusive training workplace.

3| Family app as a module for developing a digital communications strategy for families in Hannover

Further development and marketing of the website www.hannover.de/familie, including childcare and school holiday portal, as well as FLUXX emergency care, www.hannover.de/kinder, www.hannover.de/jugendliche and www.hannover.de/vereinbarkeit via an app store, RSS service for family-related issues and employer information about combining work and family at hannover.de as a subscription service for current news.

4| Youth-friendly local community

The City of Hannover has successfully bid for a federal government project called 'Youth-friendly local community' and has been selected as a reference local authority. This federal-government project's aims are almost identical to the above-mentioned basic principles of youth-friendly urban development. The objective of youth-friendly urban development is ongoing enhancement of local participation structures. Hannover is guided by, and adheres to, the principles of an independent youth policy.



Safe travel by bus and rail: Girls' Getting Around Day, 24 April 2015

*"Integration is a two-way street: not only the immigrants, but the host community as well must play its part."
(Participant, dialogue event)*

*"'Mein Hannover 2030' is a place where I hope to grow old."
(Contribution to the 'Wall of Comments')*

5| Information and participation campaign

Background: Much poverty is hidden and goes unrecorded especially in the 60-plus generation, due to shame, ignorance and an inability to cope. Poverty is also rising steadily among the elderly.

- Campaign [week]: Basic income support, housing benefit and more – working title 'My well-earned right'
- Proactively broaching the issue, informing, responding. A concerted effort involving various media, stakeholders, in all institutions, neighbourhoods, multilingual, via various channels, addressing children, grandchildren and others as well
- Message: 'Did you know that... you are not alone! We are there for you – your housing benefit / your basic income support'

6| Social and inclusive neighbourhood development

- Interdisciplinary project 'Dwelling and Living' in the neighbourhood: the inclusive city; age-appropriate, ageing-friendly, youth- and family-friendly neighbourhoods, welcoming culture, promoting participation – a cross-sectoral approach requires a broad spectrum of players involved.
- The project idea: to serve as a model, integrated, socially responsible urban-district development that takes account of target groups – including old and young, families and immigrants, and people with disabilities – will be explored in a specific urban district. The departments and divisions of the city administration are cooperating on the issue of 'neighbourhood development' and are promoting civic participation structures – for example through variously named coordinating groups in the city districts and neighbourhoods, such as district-based round-table groups ['Stadtteilrunden'], district-based forums ['Stadtteilforen'] and conferences ['Stadtteilkonferenzen'], and neighbourhood forums ['Quartiersforen'] or round-table groups that regularly meet to discuss interdisciplinary matters.
- The aims: Affordable, easily accessible, target group-friendly local amenities, social assistance, educational guidance, knowledge management, interdisciplinary work in learning organisations, etc.
- Sub-project A: Technical support related to home and everyday life for a specific target group, namely those affected by dementia. Goals: Improved safety and security for all, especially elderly people [with dementia], model homes with technically assisted living, trial of aids suitable for everyday use and improvements at reasonable additional cost
- Sub-project B: 'Welcome walks' [interface between welcoming culture, neighbourhood development, participation, information and communication]

1 Printed matter available at <https://e-government.hannover-stadt.de/lhhsimwebre.nsf/Suche.xsp>

2 'Queer' is used as a collective term for all people who do not comply with the heterosexual gender norm. The term comprises an individual gender role, sexual identity or lifestyle that covers a wide variety of meanings and identifying features.

5 FINANCE

What do we want and what can we afford?



City Treasurer Dr Marc Hansmann taking part in the dialogue; 7 January 2015

In recent years, Hannover has managed to **reduce** by a considerable amount the **debt** that had accumulated over many years. This positive development was mainly due to the **increase in trade tax revenues**. In addition, Hannover was able to benefit from the national rise in **income tax**. On the **expenditure side**, rigorous **budget consolidation** has 'capped' the rates of increase in personnel and material costs, i.e. they have not risen further.

The city invested a great deal in the 1970s. It used its own funds as well as loans. Due to this high investment level, **indebtedness** grew rapidly to around EUR 900 million: a very substantial debt mountain had been created. It still needs to be reduced today – and in future – especially since the national government, the federal state and local authorities have set binding requirements for cutting the budget deficit.

Added to this are the **tax revenue fluctuations that prevent long-term planning** [trade tax, income tax] as well as **additional expenditures**. Costly collective pay agreements directly affect the city budget by pushing up personnel costs. To give children crèche places to which they are legally entitled, the city had to employ more nursery school teachers. And the rising number of children, necessitating more places and more staff in daycare centres and schools, the expansion of schools for all-day teaching and the current need to house refugees add up to an environment in which more expenditure is required. Since all cities and communities see housing and assistance for refugees as a task for society as a whole and expect the costs to be fully reimbursed, these expenditures will be brought together in a new consolidation programme instead of being covered by additional consolidation measures. In view of the scale involved, the impact of such measures would in any case be unreasonable and essentially indefensible hardship. But even without these additional costs, the consolidated budget is expected to slip into the red again in 2015. Further **consolidation efforts** are therefore needed.

In the last few years, the city has invested several hundred million euros in **renovating schools and child daycare facilities**. This **priority investment area** is currently being expanded to include a five-year **road restoration programme** amounting to some EUR 50 million. This will implement important investment priorities – refurbishment and repair of infrastructure, as well as expansion of education infrastructure. However, the actual demand is around twice as high. These are the consequences of minimising infrastructure maintenance for decades.

"The local authorities should act quickly when they want to invest."

(Professor Gisela Färber, German University of Administrative Sciences Speyer)



"If I were to wish for a liveable city in 2030, then it would definitely be ecologically, economically and socially sustainable. But I would add: financially, too."
(Professor Martin Junkerheinrich, University of Kaiserslautern)

Local-authority finances form the framework for urban development. There is not that much scope for realising new projects and additional needs, in view of the existing **investment requirements**, such as the preservation and renovation of infrastructure and long-term **investment priorities** [school renovation and construction of new schools, expansion of child daycare provision] as well as the **requirements of consolidation**. This means that **priorities** will have to be set both now and in the future, and not all wishes and ideas can become reality at the same time. Some projects and ideas will have to wait; others might perhaps be realised via new funding possibilities or the like.

Sustainable financial policy means not living at the expense of future generations or by consuming assets built up by previous generations. The situation is exactly the same as in the forestry sector: only as much wood may be cut as will be replanted. This means that:

- structurally balanced or positive annual results must be generated,
- structurally balanced medium-term planning is necessary,
- capital resources and assets must be maintained,
- debts must be effectively reduced and
- surplus reserves must be formed.

As well as achieving these goals, the **costs of the growing city must be met**. The special challenge here is that the **investment level** of around EUR 100 million per year is much too low for these needs. During the dialogue phase of the City Development Plan, it became especially clear that Hannover has a disproportionately **high investment need** in the education sector.

Since the inadequate financing of local authorities is a nationwide problem that is even more acute elsewhere, the City of Hannover is asking for and expecting **support from the national and federal-state government** at all levels, but an all-encompassing solution to the problem cannot be anticipated. The **city must develop its own strategies** for pre-financing to meet the costs of its growth, strategies that:

- are open to external financing by permitting and facilitating loans,
- contain a loan-financed investment programme with clear priorities, stringent controls and genuine repayment.



For further reading: Für mehr städtische Investitionen. Memorandum der Landeshauptstadt Hannover 2015 [Towards more urban investment. Memorandum of the City of Hannover 2015]. [in German only]

■ FIVE GOALS – MEIN HANNOVER 2030 ...

- ... maintains a sustainable finance policy to ensure the city's long-term financial viability.
- ... has well-maintained and preserved infrastructure.
- ... has more capital resources than in 2015.
- ... manages a high level of investment using its own resources.
- ... leverages outside financing specifically for needed investment in the growing city.

■ THREE STRATEGIES

Continuing consolidation

The City of Hannover's experience of steadily **consolidating the budget** with a longer-term perspective has been a positive one. This must be continued in the future. No draconian ad-hoc measures will be adopted in bad years, but budgets will be further consolidated in good years. On the expenditure side, **business process optimisation** and a **critical review of functions** will be implemented as effective and permanent instruments. On the **income side**, all potential must be continue to be analysed and used in the future.

The City of Hannover will continue to advocate for a **fundamental reform of local-authority financing** in the future. This mainly concerns broadening the basis for **trade tax collection**, modernising **property tax** and **reducing the welfare benefits spending burden**. There must be commensurate and fair funding for those functions transferred – in an ever-increasing trend – from national and federal-state government to local authorities.

Continually increasing efficiency

The technical changeover to a new accounting system for local authorities is expected to **increase administrative efficiency**.

Strategic control via goals and key indicators, rigorous financial control, standardised efficiency calculations and sustainable investment control are essential components of a sustainable financial policy. These instruments will provide targeted control of budget consolidation and the investment programme. The goals and strategies of 'Mein Hannover 2030' will be integrated into the objectives and key indicators for the local-authority budget.

Increasing investment

In the next 10 years, there will be an investment requirement of around EUR 2 billion. Close to 40 per cent of this will be spent on schools and education and around 14 per cent on road building.

During the dialogue phase of 'Mein Hannover 2030', an **investment memorandum** was drawn up and submitted to the municipal regulatory authority. Many suggestions from the dialogue events were adopted, such as the idea of pre-financing to meet the costs of the growing city, being open to external financing if debts are genuinely repaid promptly, and the stringent control of the investment programme as a priority.

In the next 10 years, the City of Hannover intends to increase its **investments by around 50 per cent**. The low interest level will be exploited to finance the costs of the growing city. In so doing, we will be laying the foundation for the success of 'Mein Hannover' in 2030.

*"'Mein Hannover 2030' will tidy up its finances."
(Pragmatic wish)*

*"A smile in the neighbourhood costs nothing."
(Participant of dialogue event)*

➤ REFERENCE PROJECTS

1| Investment memorandum

Germany lives from its capital and does not invest as much as necessary. The city's strategic investment planning similarly reveals an investment requirement of at least EUR 2 billion for the next 10 years. The annual investment budget of around EUR 100 million can finance just over half of this. The city's investment memorandum shows how this investment gap arose and offers solutions for reducing it, even if it cannot be completely closed.

2| Budget consolidation

The municipal administration's draft budget for 2016, constituting an augmentation of the ninth Budget Balancing Plan, has been submitted to the Council. Over the period 2015–2018, a total of around EUR 93 million is to be saved. A critical review of functions plays an important role in the programme, as does business process optimisation; the aim is realignment in terms of the performance of the city's key functions.

6 CITY ADMINISTRATION 2030

The city administration: how do we want to work in the future?

'Mein Hannover 2030' also involves Hannover's city administration. With around **12,000 employees**, it is **one of the biggest employers in the municipal area**. These local-government officers, with their wide range of functions and services, are working to ensure that the City of Hannover remains 'liveable and lovable'. As an employer, the city is marked by **occupational diversity**. This includes those in social professions [such as nursery teachers in childcare facilities], those in **technical careers** [e.g. civil engineers in road building], but also **non-office occupations** such as gardeners in the Herrenhausen Gardens, **administrative careers** such as those of specialist administrators or IT specialists, cultural educationalists in the museums – and not forgetting the **fire service**, of course. Highly motivated and committed, they make an important contribution to the inhabitants' quality of life, day in, day out.



Harald Härke, Head of the Personnel Department, hosting a discussion with employees; 23 June 2015

To date, the administrative management has put forward an **Administration Development Programme** every five years. It contains measures to achieve more customer-oriented services and identifies areas where costs can be reduced, requirements for skills upgrading of personnel, and how the organisation can be optimised. The aim is that the next Administrative Development Programme will be guided by demands arising from the integrated City Development Plan, and be linked to it.

This has given rise – alongside the many opportunities for residents to participate in the urban community – to an **internal discussion process**. The key questions were: what sort of administration do we need if we want 'Mein Hannover 2030' to become a reality? How must the individual departments cooperate, where do we set priorities, and what form should communication and cooperation with the city community take? What form should the framework governing organisational and personnel-related aspects take if we are to successfully implement an integrated City Development Plan? And, last but not least: in the context of future challenges, how can the city administration remain an attractive employer which embraces living diversity 'in its own ranks', provide healthy and modern working conditions, and help employees balance their professional and personal lives?

The employees of the city administration have discussed these questions with personnel representatives at events of various types, and arrived at the following guiding principles:

■ FOUR GOALS – MEIN HANNOVER 2030 ...

... has a modern, efficient, diverse and innovative city administration.

... is distinguished by an administration that works in a cross-sectoral and integrated manner and is valued by the urban community as a service provider.

... cultivates the City Dialogue and a sustainable culture of participation, communication and dialogue, both externally and internally.

... has an administration that is a modern employer, with attractive working conditions and scope for development.

■ FOUR STRATEGIES

The growing city is facing many social challenges. New tasks require a **committed and flexible administration** with appropriate staffing. Especially in terms of recruiting and retaining specialised staff, the city administration of Hannover has established itself as an attractive employer.

Strengthening participation both outwardly and inwardly

As the City Dialogue has shown, **better answers to questions about the challenges of the future can be found together**. The city administration is convinced of the benefits of this dialogue and will **continue it**. Depending on the occasion, widely varying dialogue forums will be applied and enhanced, and new approaches will be tried out. Standard, 'routinely' formal types of participation, for example in connection with city development planning, will also be practised in the City Dialogue.

The administration is cultivating a **transparent information culture** to motivate more people to commit themselves and participate. A very wide range of information can be obtained using various media. Easily understandable language is a prerequisite for this.

Communication with residents must be improved and made more effective. For example, enquiries can be pooled, forwarded and answered within the relevant departments. Existing interfaces between the administration and local needs, such as city district management and youth education coordinators, play an important role in this connection.

To develop information provision, participation and, above all, more 'traditional' administrative procedures in line with future needs, **e-government** as an electronic form of information and communication is the central interface between residents and the administration. New challenges arising from the digitisation of work routines and changing communication processes must be met. Forward-looking knowledge management supports interdisciplinary thinking and action within the administration, and improves the quality of its services.

Anyone who wishes to **inform and communicate** effectively with those **outside** their organisation must also be able to do so **inside** their organisation.

Internal dialogue with employees in the city administration has shown that, despite their different specialisations and areas of responsibility, they have much in common. Participation, especially in interdisciplinary and cross-departmental dialogue, produces better outcomes in terms of city services, encourages greater internal acceptance of decisions and strengthens mutual appreciation. To establish a culture of dialogue and participation, the administration has no alternative but to involve public stakeholders in developing a common understanding of participation, with shared rules and a shared framework. A culture of intensive

"The focus must be on people. Technology should support but not dominate us!"
(Contribution to a city administration dialogue event)

"My children have grown up. I want to start a new chapter in my life! Where are the funding programmes for older employees?"
(Contribution to a city administration dialogue event)

participation and dialogue engenders trust, helps to implement a changing culture of management and cooperation, and improves the quality of services.

Adapting management and cooperation culture

Implementation of the integrated City Development Plan 'Mein Hannover 2030' requires effective cooperation across departmental boundaries. An appropriate response to pressing issues and complex problems is possible only if all the necessary expertise is pooled.

Functional teams are staffed to ensure the relevant professional backgrounds and skills are represented. This produces stronger horizontal structures and flatter hierarchies. It also requires the delegation of more responsibility from higher to lower levels and greater scope for decision-making by employees.

Shared solutions to issues and challenges will be crucial – as opposed to asking 'whose area of responsibility is this?' Regular interdepartmental discussion and determination of **priorities** is an important cross-sectoral task. In this way, work programmes and projects can be prepared, substantive and financial priorities set, and cooperation between departments defined.

Function-related cooperation – such as that between city and urban-district development, social and education planning, economic and labour market development and when it comes to planning public space – are necessary to identify any conflicting goals at an early stage and respond in an integrated manner.

The relative roles of **management and cooperation** will be different in the future. Today, employees are already making new demands on their working environment and thus on their managers. They use different means of information and communication, increasingly adopting a less top-down approach.

Guidelines for management and cooperation will therefore be **updated**. The focus in this respect will be more on participation-oriented ways of working together and communicating which will – despite the fact that interests do not always coincide – be marked by mutual acceptance and appreciation. Particular attention is paid to the recognition of expert knowledge as well as high mutual regard between employees for each other's specific expertise.

Managers set an example by embodying this **attitude and culture of recognition**. This involves introducing new structural forms of communication such as management groups [composed of managers and specialist personnel]. The idea is to enable managers and employees to focus on their respective tasks so that managers have more time for managerial functions. Opportunities for specialist careers are to be improved. Job descriptions and requirement profiles will be augmented by competency profiles that include not only the formal qualifications required of employees, but also other abilities and knowledge. Among other things, these profiles could serve as a basis for putting together the [task-based] functional teams.

Creating modern working conditions and promoting innovation

As a modern employer, the City of Hannover provides optimum technical support and has a good framework in place for **mobile and flexible working**. These good

"I want to be seen and recognised with my experiences and abilities!"
(Contribution to a city administration dialogue event)



Internal dialogue in the city administration; plenary session, 29 January 2015

conditions open up new possibilities but also contain protective regulations, for example to prevent unwanted blurring of the lines between work and home life.

A **Document Management System [DMS]** for transparent working and decision-making processes will be established.

New demands placed on the administration, including the changing needs of the urban community as well as social and demographic change, require it to respond with quick, effective and integrated action. Existing work practices must and should be continuously reviewed. A modern, changing urban community therefore needs an administration that also explores **new avenues** and promotes **innovative solutions**.

Space and time must also be created outside existing structures to **foster a culture of innovation**. Within a protected framework, innovation projects must be allowed to take a good look at services and administrative processes, strike out in new directions, develop prototypes, try them out and integrate them into existing administrative processes.

Establishing integrated personnel, organisational and health management

The City of Hannover has coined the phrase 'work-life-learn planning' to describe the task of balancing work, one's personal life and lifelong learning of new skills. An integrated personnel, organisational and health management system is being developed to this end. For the city administration as an employer, the challenge is to create a working environment and a structural framework in which all employees work together with increasing flexibility while both upgrading their skills in line with their aspirations and staying healthy.

With a view to future requirements, there is a particular need to obtain professional qualifications and strengthen competencies in network management, in participation processes, and for self-guidance and motivation purposes.

People – with their skills, abilities and desires – **are the central focus of interest**. Approaches involving job changes and work shadowing, including with other local employers outside the city administration, permit greater mobility through the system.

Personnel development techniques such as performance reviews are key instruments allowing true perception of employees in their current living and working situations, and in planning with regard to individual career development. An integrated health management system, workplace design and accommodating to individuals' different life situations and the stages of life they are in, helps them to manage their everyday working lives better.

Changes in urban society should also be reflected in the municipal administration. One aim is for more people with disabilities to work within the administration; another is for more people with an immigrant background to contribute their skills. This should be done at all levels and for all functions. Gender mainstreaming is already established and remains a stated goal of the administration. Diversity and heterogeneous teams promote diversity of ideas and input, and are specifically encouraged as an enriching asset.

"Like everyone else, managers need time to upgrade their skills!"
(Contribution to a city administration dialogue event)



Helga Diers, Head of the Personnel and Organisation Division, opens the plenary session; 23 January 2015

The Administrative-Development Programme will be continued on the basis of these goals and strategies.

» REFERENCE PROJECTS

"We need more flexible working-hours models and mobile technologies. Why not work from home or in the park?"
(Contribution to a city administration dialogue event)

1| Expansion of integrated information and communication activities as well as interdisciplinary cooperation

The long-term aim of integrated information and communication activities and interdisciplinary work is to fundamentally change the city administration's internal coordination and processing procedures. This would be characterised by working in a targeted and solution-oriented manner rather than in accordance with a rigid delineation of responsibilities. This requires interdepartmental forms of cooperation.

Module I: Development of a model for management groups: A model for the introduction of management groups is to be developed as an initial element. The aim is to develop forums for reflection and means of communication in appropriately put-together management groups, both with regard to existing hierarchical structures and including experts, and in respect of temporary project structures, again involving experts.

Module II: Ongoing executive development: A second module would implement an ongoing executive development system by introducing forums for ongoing reflection for those who have completed the [previous] management development programme, or skills-upgrading elements building upon it. This could also produce synergies for future management groups.

Module III: Development of guidelines for interdisciplinary and cross-departmental work: The third module clarifies the desired attitude and values guiding cooperation throughout the city administration by developing guidelines for interdisciplinary and cross-departmental work.

In addition to the above, further modules for long-term integrated internal communication may develop [issue-related dialogue forums or the like].

2| Personnel development allowing greater mobility through the system with the introduction of competency profiles

This project aims to develop an approach by which a competency profile would be drawn up and maintained on an ongoing basis for every city administration employee. The first step will involve defining the meaning of the term 'competency profile' within the city administration, and what it includes. In this context, competency profiles could be used as ongoing instruments for personnel development [educational background, areas for development and the like]. Various scenarios as to their usability – possibly also in the context of the city as a whole – would have to be identified. In addition, the possibilities of new IT solutions are to be explored which, for example, integrate staff appraisals, knowledge management and other instruments of personnel development. In the long term, competency profiles could serve as a basis for enhanced mobility through the system [in



Employees discussing the future of the city administration; 23 January 2015

"What about health vouchers as an incentive system?"
(Contribution to a city administration dialogue event)

"Dialogue and participation must cut across departments and hierarchies!" (Contribution to a city administration dialogue event)

terms of function]. For example, a solution involving a portal could be conceivable. This would enable employees to record and update their competencies on a central platform. However, constraints imposed by salary grouping law and other legal provisions might have to be considered.

3| Value-oriented communication in management and cooperation

The aim is to revise the guidelines for management and cooperation while taking account of the previous outcomes of employee participation. Emphasis must be placed on an appreciative attitude and culture of communication. The revised guidelines must be communicated on a broad basis in dialogue events or other target-group-oriented forums, and integrated into the new guiding principle and the management development programme.

IV The plan is becoming reality

Any plan is only as good as its implementation. That is why it must be clear how the core aspects of the plan can be achieved and the goals described can be achieved. Putting the Hannover 2030 City Development Plan into practice involves very specific challenges for the work of the city administration, to which three principles apply:

Integrated city development demands a high degree of interdisciplinary cooperation.

The plan's practical implementation must be as transparent as possible.

Intensive participation by the urban community will continue to be ensured.

Preparing for the City Development Plan's practical implementation was an integral part of this work right from the outset. The city administration has held in-depth internal discussions on this, as a result of which it developed many of the new ideas [described in the previous chapter] for its activities. This is laying the foundation for moving forward the city's development at individual project level, and in increasingly collaborative efforts.

Detailed and specific annual work programmes

In the future, the key elements of urban development will be brought together in an annual programme of work. The City Development Plan forms the foundation and the framework for these main focuses and priorities in implementing the plan to be jointly determined by Council policies and the municipal administration. In accordance with these political requirements, the administration will, in the future, develop focal areas for **each year's programme of work** in terms of the following foundations for, and stages in, implementing the plan.

- Responsibilities and necessary cooperative arrangements will be defined.
- Current and new measures will be appropriately integrated.
- Measures and projects will be prioritised and placed within a timeframe.
- Communication between the administration, government and the public will be described.
- The nature, extent and timing of public participation will be specified.

Reports on city development

To provide the entire administration, government and the public with comprehensive information about progress in implementing the plan, a City Development Report will be published every three years. This report will provide a record of current statistics and data on city development. Its chief aim, however, will be to provide an update on work achieved, comparing progress with the goals set. Last but not least, these three-year reports can be used to clarify whether the goals and priorities need to be adapted in line with new social, economic or political developments.

An interim stocktake in the form of a city development report every three years

In their new form, the future annual work programmes will be more specific, comprehensive and interdisciplinary in nature, which will also benefit internal administrative planning. Regular interaction between the administration, government and the public will be ensured. The administration will present the annual work programmes within the **specialist committees** of the City Council.

In future budget discussions, projects under the annual plans will be supported with data on financing, thus ensuring the administration's ability to indeed take this action and the binding nature of all items. In this way, public involvement in implementing the plan will be ensured as an integral component of the administration's work. To maximise transparency, the annual work programmes will be published on a regular basis and shall, like all the administration's activities, be subjected to regular **monitoring**.

A positive culture of dialogue

The administration's approach to its work as outlined here – new as it is in many respects – will, with its considerably enhanced annual work programme and city development reports at three-yearly intervals, make its activities more effective, more efficient and more transparent. This can also serve to maintain and expand a good Hannoverian tradition, namely:

The culture of dialogue and active cooperation between the urban community, policy-makers and the administration.

Landeshauptstadt



Hannover

**CITY OF HANNOVER
MAYOR AND CEO**

MAYOR'S DIVISION

Trammplatz 2
30159 Hannover
Germany

Edited by:

Press and Public Relations

Content and preparation:

Cross-departmental project group 'Mein Hannover 2030' of the City of Hannover

Coordination:

Building Department and Mayor's Division

Supported by:

IMORDE Projekt- & Kulturberatung GmbH [Berlin] [dialogue phase]
Ernst Basler + Partner GmbH [Potsdam] [plan]

Images:

City of Hannover; Windrich & Sörgel [14/15]; Thomas Langender [21, 22, 26, 27, 28]; elo-images [44, 66, 67]; Hannoverliebe! [61]; Politik zum Anfassen e.V. [56, 62]; üstra Hannoversche Verkehrsbetriebe AG [64]

Design / Layout:

Windrich & Sörgel
Agentur für Markenkommunikation GmbH & Co. KG

Printed by:

BWH: Druck- und Mediendienstleister

Information correct as at:

February 2016

The results of the City Dialogue are based on many contributions from people in Hannover who expressed their thoughts about the future of the city in events and on the Internet.