



## Munich: Future Perspective

Strategies, Guidelines, Projects



## **Munich: Future Perspective**

Strategies, Guidelines, Projects

Magazine updating the Perspective Munich report

City Council resolution of 5 June 2013



**Dieter Reiter**  
Mayor of the Bavarian State Capital of Munich

A city that grows dynamically faces enormous pressure for change. Mobility, housing space, architecture, nature, social aspects – the city administration is faced with the challenging task of creating conditions that allow the preservation of our city's identity. The cooperation of all city departments and the vigorous participation of citizens is needed to achieve the best outcome for our city and its people. This is why we have Perspective Munich!

## Dear citizens of Munich,

Our city is booming. In 15 years' time, about half a million more people will live in Munich than in 1958, when I was born. Munich has nevertheless been able to preserve its special charm, not least because my predecessors have acted responsibly and with foresight. A key task of the administration is to retain Munich's unique atmosphere for future generations while at the same time, being open to change.

In the course of an intensive joint process, the city administration has updated the existing city development concept and has adapted it to changing framework conditions. The existing subject-oriented guidelines were extended to include a guiding principle and four strategic guidelines. With the new guiding principle "City in Balance" and the guidelines based thereon, we have created reliable signposts allowing us to take the right decisions. Citizen participation is an important foundation to create a balance of powers. A key principle of Perspective Munich is thus the ongoing dialogue with our citizens. The best example of that was the broadly organised participation process for updating Perspective Munich in 2012.

What has already become clear is that city development sometimes involves a bit of tinkering. At any rate, it requires an equal amount of patience, skill and a steady hand. This is why a hand-drawn city impression adorns the cover. We trust that Munich's citizens will pitch in and co-operate in forming their city. Therefore, we decided to publish the Perspective Munich report as a magazine for the first time. On 64 pages we present the great challenges of the future as compactly as possible and provide background information and solution strategies. City advisors outline their biggest future challenges, committed citizens reveal in interviews how they will implement our theoretical guidelines as real projects, and matching figures will demonstrate which elements will undergo the most severe changes. Just as in our urban development planning, topics, projects and participants are being interconnected, bundled and integrated.

Munich is known for being a tolerant and convivial city. This sense of solidarity must also be applied when it comes to city development issues.

In spite of all worries about the rental price trend, increasing traffic and climate change, we should not forget that changes represent great opportunities as well. Allow me to refer to Albert Einstein who – as you know – spent his childhood in Munich's Lindwurmstrasse: "Life is like riding a bicycle. To keep your balance, you must keep on moving."

Adopting this beautiful metaphor that so perfectly suits our cyclists capital, I am convinced that our joint pedalling will pay off and wonderful perspectives will open up for Munich in years to come.

Yours

**Dieter Reiter**  
Mayor of the State Capital of Munich

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# City in Transition



We are the city – and we keep on growing. According to available forecasts, the number of Munich's inhabitants will increase by about 230,000 by 2030 compare to the figures of 2013. This growth poses immense challenges and crucial questions for the city: How do we retain our quality of life? How do we respond to the lack of affordable living space? How do we solve area conflicts? How do we avoid social polarisation? At the same time, global challenges such as climate change and scarcity of resources require our attention as well.

That Munich will change its look is therefore certain. The question is, how will we succeed in meeting the needs of all social groups in these times of radical change? The urban development concept Perspective Munich contributes to expanding and utilising the management and organisation options and creates new impetus while retaining Munich's core identity.

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# Let's get started

At this table in Munich's City Hall, words are turned into deeds. It is where members of the City Council of the State Capital of Munich discuss items and take decisions on a weekly basis – a good place to start the search for Munich's greatest challenges.

Professor Merk, a newspaper today featured the headline "Munich is bursting at the seams." What can the urban planning office do against that?

**MERK:** Growth must be managed. To avoid growth impairing the quality of life we need a set of strategies and a wide range of measures. At the end of the day, all urban departments and the entire urban society are affected. We must react to changed requirements with regard to urban construction and housing, infrastructure, the education and vocational training system, health and care services, and social and cultural integration.

With Perspective Munich we can capitalise on a flexible orientation framework for future urban development and have a binding objective that many department plans and measures are aligned with. These growth dynamics and the closely affiliated demographic, social, economic or also ecological aspects permeate the urban development concept as a central theme.

In light of the pressure on growth the Perspective Munich report was supplemented by the guiding principle "City in Balance". Where do you see particularly high risks for the city to lose its balance?

**MERK:** In my opinion, the mobility issue is an important key for the further development of Munich. This issue will decide whether citizens continue to experience a high quality of life. I would even go further and include the entire greater Munich region in that. These issues can only be tackled in cooperation with the surrounding area. Mobility is a crucial issue here. We must ensure that the people who frequent the city can do so well. I do not think that the motto in the 21st century can be to accommodate ever more and ever bigger cars everywhere. Within the inner city areas we can probably implement innovative concepts, such as electric mobility, car sharing, e-bikes, improved suburban transport concepts. Since stagnation is neither politically nor socially an option, a well thought-through public transportation system – also extending to the greater region – must provide strategic relief that could not be implemented in the city alone.



/ 01

“With Perspective Munich, we can capitalise on a flexible orientation framework for future urban development and have a binding objective that many departmental plans and measures are aligned with.

**Prof. Dr (I) Elisabeth Merk,**  
Department of Urban Planning and Building Regulation



/ 02

/ 01 From left to right:  
**Rosemarie Hingerl**  
Department of Public Construction  
**Prof. Dr (I) Elisabeth Merk (left)**  
Department of Urban Planning  
and Building Regulation

/ 02 Meeting room in the new City Hall

“ Due to economic efficiency and prosperity, Munich is in great shape; however, we are at risk of suffocating from our success. “

**Dr Wilfried Blume-Beyerle**  
Department of Public Security and Order



/ 01 **Dr Wilfried Blume-Beyerle**  
Department of Public Security and Order

**Are there still any areas left for innovative urban development?**

**MERK:** The former military barracks that became vacant due to the German Federal Armed Forces' reform process, for example. Munich seized the opportunities that were offered there. We are planning for an excellent blend of living and working space for people of different age groups as well as various social and ethnic backgrounds. Barrack areas such as in Fürstenfeldbruck or Landsberg am Lech would be outstanding locations to effectively recycle space and develop a high-quality living and working environment. This would not only relieve pressure on the city of Munich, but also on the entire region. That is why I advocate an alliance of regional housing and urban development concepts. We cannot solve all these problems within the city alone.

**Mr Schweppe, as head of the Department of Education and Sports, the education guideline is of major importance to you. What challenges do you face?**

**SCHWEPPE:** The education guideline for us is all about opportunities and justice, about the quality of education. I think the demand for day schools leads to a new perception of schools, to the realization that schooling comprises many more things, i.e. competencies that are otherwise predominantly acquired outside of school, such as music, culture and sports. However, I do not believe that the guideline we developed at that time already tackled these issues in such a differentiated

manner. This is why we see the education guideline under the aspect of equal opportunities, i.e. providing the best possible offer to every child.

**In your opinion, what is the most difficult challenge Munich is faced with?**

**SCHWEPPE:** We need to perform a balancing act: In parallel with qualitative development, we must advance quantitative development. That means, we must build schools and day care centres and we must do so in dimensions we have not applied since the 1960s. This can only work based on a cooperation of departments: The Department for Urban Planning must provide forecasts, the Department of Public Construction has to push faster implementation, the Department of Finance and Budget must approve funding and the Department of Communal Services has to acquire land. There are many stakeholders; no one can carry such weight on their own.

**Mr Schmid, as second mayor you have also been heading the Department of Labour and Economic Development for the better part of a year. How would you describe your experience as Munich's "economic advisor" during that year?**

**SCHMID:** Munich and its region have been prospering economically. Think about the clusters in the information and telecommunication or the biotech sector. We are currently in the process of significantly supporting the creative economy as well, which is why we have now created a competence team that works across departments.

Munich is also home to important and very successful universities, colleges and research institutions. All this and many other factors make Munich attractive and lure companies as well. Only recently, Microsoft has returned to Munich, while Brainlab moved to Riem. Companies need employees who in turn must also be able to live here. This is exactly why we have conflicting interests that need to be solved: Since Munich has hardly any space left to offer, the companies that strive to expand their business or want to start up here compete with residential users who move to Munich. We have to find solutions here.

**You have to attract new companies to Munich on the one hand, but there is a massive lack of space on the other – a dilemma?**

**SCHMID:** I would rather call it a cycle: No business means no jobs and no income for the city to finance public services. No jobs also means no need for additional living space. No or very expensive housing space in turn stands for labour shortage. I hope that the change from an industrial to a service society will provide some relief here. Significantly more people can be employed per business and/or office unit in the service sector than in the space-intensive production sector. Nevertheless, we must be alert at the same time. When looking at the big picture, it is this proverbial Munich blend of producing and high-tech companies that explains why Munich is so successful in the first place.

**Mr Markwardt, the lack of space is a key issue that concerns your department in particular. How do you deal with it as a municipal advisor?**

**MARKWARDT:** The strategy in Munich has been the same for nearly 60 years – and has now been intensified once more: We keep an affectionate eye on our real estate capital. In other words: The normal procedure is to acquire property once you know exactly what to do with it i.e. you buy today, build tomorrow and sell the day after. Here, we acquire properties without knowing their purpose the day after. Today we partly benefit from the fact that we can resort to properties that were acquired by the city more than 100 years ago. Whenever it is possible to acquire land at reasonable prices, we take it. On the other hand, we hold on to what we already have, unless it is already booked for a certain purpose. Re. barracks: After German reunification, when the federation re-organised its military, we bought all the barracks we could get a hold of, particularly focusing on residential construction.

**When you think about Munich's future, what is your biggest concern?**

**MARKWARDT:** The most pressing concern is that we are running out of land, and/or that we cannot develop properties in a way that would be politically,

ecologically or demographically desirable or intelligent. Territory and space are finite and the many conflicting interests of urban society are not helpful either. People who make a good living and have a safe job in Munich want their environment to change as little as possible. Those who arrive in Munich, however, expect that housing be created, and seek cultural offers and changes in the social structure. These expectations often collide. Today we already have areas in the city where the people who live there vehemently protest against housing densification. This is a massive problem already: Those people who are established intend to retain their status quo. That is a balancing act that must be managed by intelligent planning, but which can be achieved by intelligent, powerful decisions.

**Mr Kotulek, what is the role of the Mangerial Board in shaping the future?**

**KOTULEK:** The Mangerial Board is a cross-sectional department and as such, of course, deals with strategic urban development issues as well.

We are integrated in the Perspective Munich committees and contributed to updating the urban development concept as well. We get involved when it comes to the city administration's management and to the question of how to retain its capacity to act – also in future. In the new strategic guideline entitled "Foresight and Cooperative Management", the city administration, for instance, has set the goal of establishing an intensive and transparent dialogue with all stakeholders when it comes to urban development and design. Participation and cooperation are among our key issues. Moreover, we make sure that the urban development objectives defined become binding for the city administration.



/ 02



/ 03



/ 04

/ 02 **Joachim Lorenz**  
Department of Health and Environment

/ 03 From left to right:  
**Brigitte Meier**  
Department of Social Affairs  
**Axel Markwardt**  
Department of Communal Services

/ 04 From left to right:  
**Dr Thomas Böhle**  
Department of Personel Management  
**Dr Ernst Wolowicz**  
Department of Finance and Budget

**Mr Böhle, how can an HR advisor succeed in recruiting suitable personnel when living costs are this high?**

**BÖHLE:** The challenge lies in the tough competition for qualified employees. Unlike numerous competitors, we are facing the special difficulty that our 32,000 jobs are subject to strict requirements imposed by law and collective agreements. In the city with the highest cost of living, mainly caused by the high level of rent, HR recruitment becomes a special challenge. We try to tackle the issue by using HR marketing measures, developing our own new training and study courses and by generously supporting people in a material respect. For the guideline "Foresight and Cooperative Management", we committed to developing an administration oriented to learning that focuses on the potential of its employees and that together with a purposeful HR policy meets social challenges such as demographic change and lack of specialists. We see the intercultural opening process of our administration as an opportunity.

**Ms Meier, in light of the social diversity in our city, the rent cost issue particularly challenges the Department of Social Services.**

**MEIER:** In my opinion, the discussion on affordable living space for middle-class families is not just about creating housing space in Munich, but should rather concentrate on the idea of a metropolis region. We must develop the entire region – both in terms of transport and infrastructure to create a reasonable work-life balance. We will not be able to meet these requirements for all people within Munich alone. However, if we tackle the issue of a metropolis region in a broader sense, we suddenly have completely different development opportunities.

**What challenges does the demographic change entail here?**

**MEIER:** A key question here is how we ensure that older people who are poor or at the threshold of poverty can continue to participate socially. Of course, there are nursing homes, old age and service centres, but above all there is a demand for housing space that is affordable and meets the requirements older people have. There are other challenges too, in addition to the increasing numbers of older people. We are also facing a continued pluralisation of lifestyles and life situations here in Munich. City society is growing more colourful; individualisation progresses, family networks are weakened. All this coincides with social changes and an increasing risk of poverty for different population groups. At the end of the day, it is all about the question of how we can retain and promote a caring and committed urban society. The guideline that was developed when updating Perspective Munich applies to the Department of Social Affairs to a special degree. At present, we are also co-developing the "Social" guideline in cooperation with other departments.

**Mr Lorenz, the Department of Public Health and Environment is a key player when it comes to future-related issues. What steps do you take?**

**LORENZ:** We will focus on the topic of "adjusting to climate changes". That means preservation of fresh air corridors, reservation of space that is not only intended for recreational purposes, but generally contributes to the city's quality of life. The second focus is on air pollution control: We might have solved the fine dust problem to a considerable extent, but the nitrogen oxide problem has not been eliminated so far. We are way above European limits here. However, this is an issue that cannot only be solved by traffic planning, but also needs to be tackled by the business sector. This also matches a key climatic protection challenge, namely to reduce CO<sub>2</sub> emissions

– as decided by the city council – by 50% in 2030, compared to the values of 1990.

**Which issues is the Health sector focusing on?**

**LORENZ:** In addition to the demographic change we concentrate on health prevention for families from disadvantaged social classes who do not have the same access to prevention offers as members of the educated classes. It becomes increasingly problematic that families with children from disadvantaged social classes are falling by the wayside. The annual school entrance examinations regularly lead to alarming discoveries. About 12,000 children come to us every year, many of them with pre-existing health deficits. Obesity, unsatisfactory coordination and lack of exercise play a considerable role here.

**Dr Blume-Beyerle, where is the Department of Public Security and Order particularly affected by the consequences of the pressure through growth?**

**BLUME-BEYERLE:** We are increasingly faced with problems regarding the "public space" issue. How do we properly deal with the various usage requirements regarding public areas? We could easily allocate every bit of space in Munich several times over during the month of July. We must ask ourselves: What kind of utilization do we want to have? Which conflicts will develop? How can they be solved? This requires preventive measures when talking about protecting peace

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The complete interviews:



www.muenchen.de/perspektive

“ We must build schools and day care centres and do so in dimensions we have not applied since the 1960s. ”

Rainer Schweppe  
Department of Education and Sports

/ 01 **Mayor Josef Schmid**  
Department of Labour and Economic Development

/ 02 From left to right:  
**Rainer Schweppe**  
Department of Education and Sports  
**Dr Hans-Georg Küppers**  
Department of Arts and Culture

to do more for cyclists in general. In Holland we can see what happens if everyone rides a bike and people suddenly no longer know where to put it.

**Dr Küppers how is culture linked to urban development?**

**KÜPPERS:** When planning cities and their future development, living and working are not the only aspects you should concentrate on. Action concepts that take into account all matters of life and co-existence must incorporate cultural aspects as well. We have to explore new paths in cultural urban development, as dialogue between citizens, cultural and creative stakeholders and investors. We want to creatively rethink the city and create new connections between living, working, culture and knowledge. This should also include the spirit to explore unbeaten paths, to follow different

procedures and to tackle new projects without anticipating results. Artists and creatives have ideal prerequisites to constructively contribute to such processes.

**The Department of Arts and Culture spearheads the guideline "Strengthening Culture". Why is so much weight attributed to international cooperation here?**

**KÜPPERS:** In light of our current, globally influenced world it is well-nigh impossible to separate the art scene into purely local centres and affiliations. In parallel with the international work of institutions, an increasing cultural differentiation manifests itself within the cities. International and intercultural aspects blend with one another. These developments must be taken into account by local art promotion measures.

**Dr Wolowicz, why is there no guideline on "Finances"?**

**WOLOWICZ:** In the strategic guideline "Foresight and Cooperative Management" we took into account the increasing importance of financial framework conditions for urban development. Here you now find objectives with regard to a finance and of political-economic framework. The protection of long-term financial flexibility of urban development policy was deemed a prime purpose. In the long run, this is the most important prerequisite for a successful urban development process.

**How do you contribute to urban development as a city treasurer?**

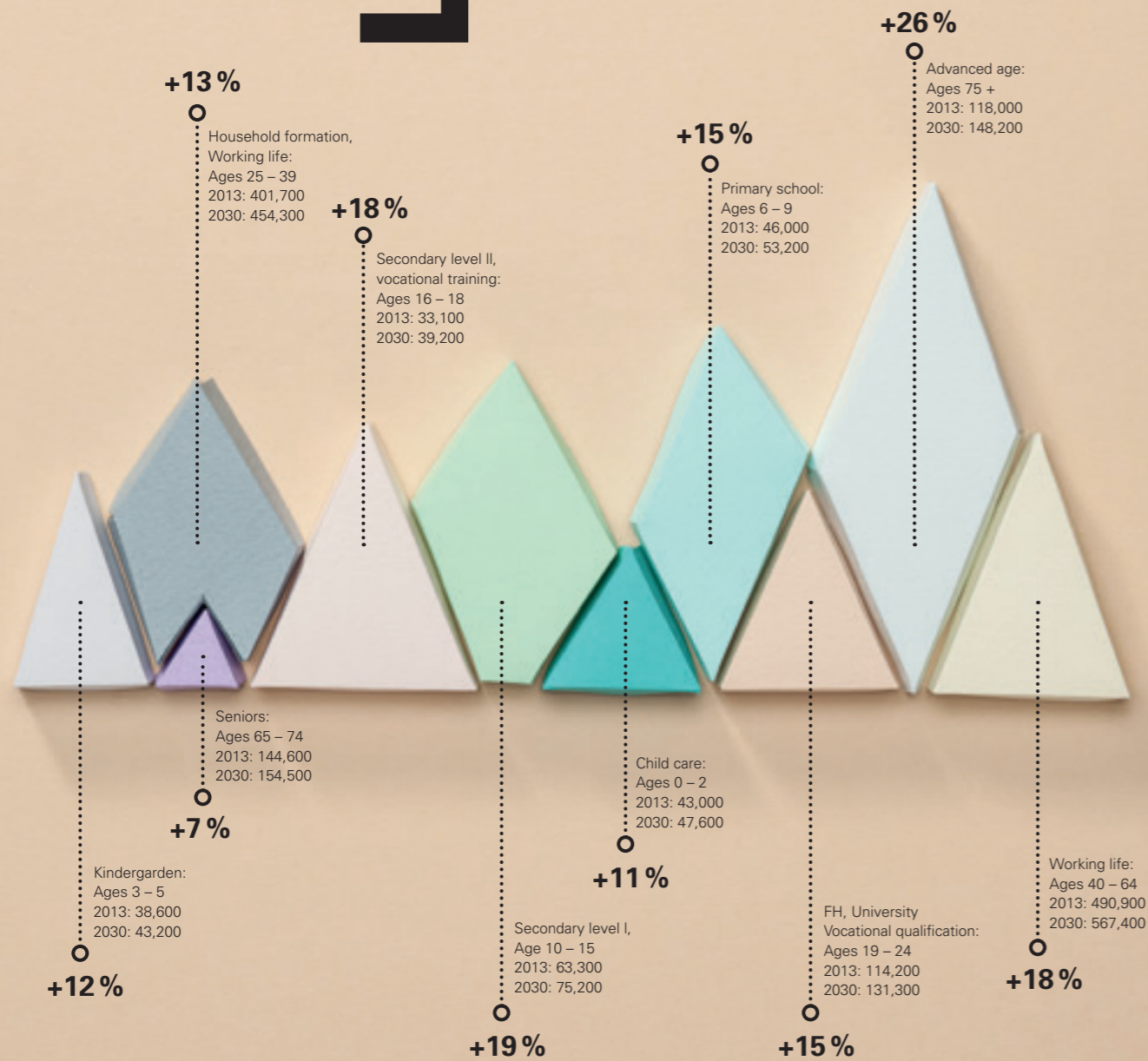
**WOLOWICZ:** To express it in simple terms: Munich must learn to cope with growth-related stress. We have structurally growing expenditures for infrastructure investments, for school buildings, for day care facilities, for public transport as well as for HR matters in the city administration. Under financial aspects we must decide: Which infrastructure facilities are required? How can they be financed? These are highly relevant questions determining the future of the city of Munich.

Interviews by Marco Eisenack



# Munich – Key Figures

A glance at the statistics reveals:  
Munich is facing tremendous challenges



## Demographic development

**Our population keeps growing, but not to the same extent everywhere**



By 2030, the population of Munich will have risen to about 1.72 million inhabitants. This corresponds to an increase of almost 15% over 2013. The different age groups are hereby subject to varying growth rates posing very different demands on the city's development. While the number of minors will increase by 11 to 19%, there is also a rise in the number of people in advanced age groups. The group of people aged 75+ will be subject to the highest increase of all demographic groups. At 26% their number is increasing by a quarter; in absolute terms, this corresponds to an increase of 118,000 in 2013 to about 148,200 in 2030.

Source: Population forecast of the Bavarian State Capital of Munich, planning forecast 2013-2030

## Development of space requirements

**Using space more efficiently**



Munich is a booming city and it will continue to be so. While 650 hectares of barrack, railway, industrial and traffic areas which had become available could be used for planning and construction purposes over the past 20 years, today there is only a reserve of about 50,000 housing units. However, by 2030 at least two or three times that much housing space will be required. Consequently, we will soon be facing bottlenecks in the housing market, particularly when it comes to publicly funded housing programmes.

### How can new areas be generated in a densely populated, growing city?

The long-term settlement development project "Langfristige Stadtentwicklung" primarily focuses on the qualified densification of settlements from the 1950s to the 1980s which account for one quarter of all populated areas. In addition, commercial areas are to be transformed into mixed development areas with a share for new forms of housing, and the development of urban construction is to be advanced at Munich's north-eastern outskirts. Still, these measures will not suffice in the long run when it comes to creating enough housing space for all those seeking to live in Munich. In order to meet housing demands exceeding that limit, the cooperation of the state capital of Munich with its surrounding towns, municipalities and districts in the region will become increasingly important as they still offer potentials for new housing construction.

Source: "Long-term demographic development", city council resolution of 17 July 2013

### Population forecast 2013 to 2030:

+ 230,000

= 1.72 Mio

Inhabitants (main and secondary residents)



## Development of poverty in old age

**Solidarity with the less privileged**



Despite favourable economic conditions and low unemployment figures, poverty in Munich is not decreasing. Causes include lower pension entitlements, the effects of low wage sector occupation and rising rents. In the future we will have significantly higher numbers of older people threatened by poverty – including the resulting challenges in all areas of life. These people need support, particularly in a prospering city with high living costs, such as Munich. By 2020, the number of people receiving "old-age basic income support" will presumably have doubled compared to 2011.

Source: München sozial 2013 (Department of Social Services) and Poverty Report 2011

### Number of people, affected by poverty in old age in 2013

13250

23000

### Number of people, affected by poverty in old age in 2020 (forecast)

Development of rents  
Rents will continue to rise



Net base rent in EUR/m<sup>2</sup> living area  
(Private residential construction)



As is widely known, property prices in Munich have been soaring for years. The high demand for real estate as investment objects additionally pushes prices – with considerable effects on rent levels. Rents in 2013, when objects were occupied for the first time, were at about 15.40 per square metre. That corresponds to a rise of approximately 45% in relation to the 1990 value. Publicly funded housebuilding is not considered in this statistics, but it contributes to prices not rising even more rapidly and is to be promoted more intensively.

Source: IVD – IVD Wohn-Preisspiegel, 2014 (Reference object: well situated 70m<sup>2</sup> apartment)

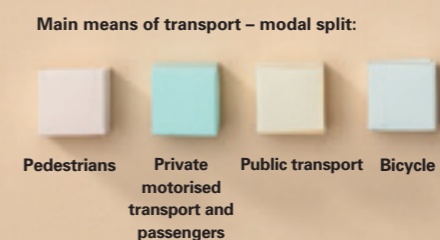
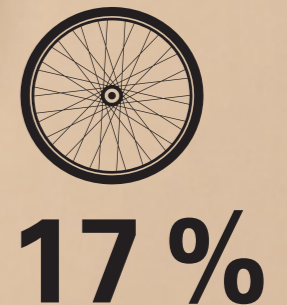
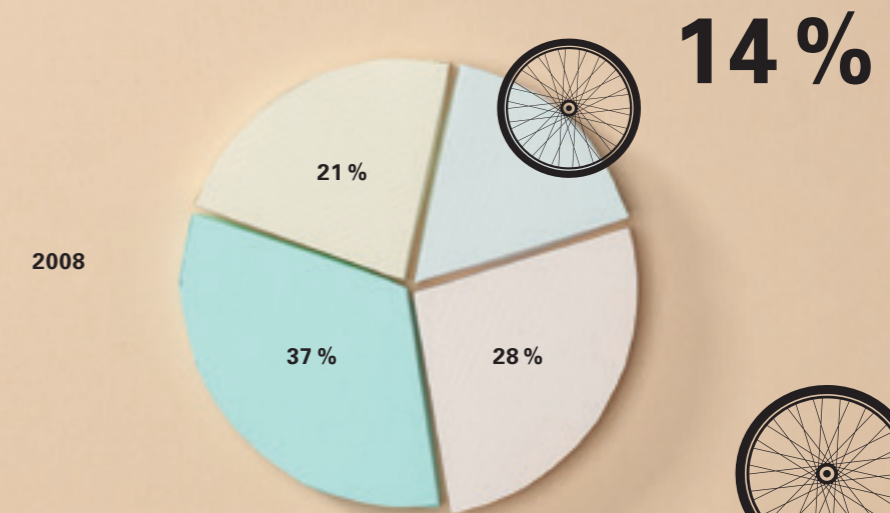
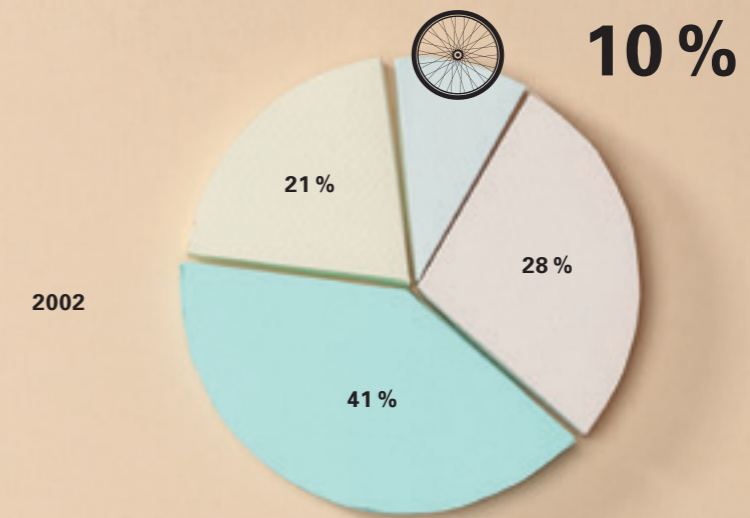
- Re-letting year of construction, until 1948
- Re-letting year of construction, starting from 1949
- First-time occupancy in the respective year

Development of the choice of transport  
Out of the car, on the bike



Between 2002 and 2008, the percentage of distances travelled by principal means of transport has evolved from 10% to 14% in favour of bicycle traffic. Distances travelled by public transport, have roughly remained at the same level (21%). Car use has declined to a 37% share. The modal split is – as per definition of the findings of “Mobilität in Deutschland” – the percentage of distances travelled by the respective principal means of transport.

Source: Mobilität in Deutschland (MiD) [Mobility in Germany] 2002 and 2008



According to a survey in the framework of the **Radverkehrskampagne (cycle traffic campaign)** 2011 the share of cyclists in the modal split amounts to 17%.

# Urban Development is no Algorithm

Perspective Munich intends to provide answers to the future's most urgent challenges. But what are these key challenges? We have asked experts and creative artists in Munich to share their views.

“All those striving to offer positive prospects to this ‘cosmopolitan city with a heart’, should ensure that this phrase does not disintegrate into a mere platitude.”

**LaBrassBanda**  
Brass Punk band



“**Excessive alarmism is surely inappropriate, but we feel that in our growing cities, above all in Munich, urban societies are more and more drifting apart socially in view of exploding rents and purchase prices on the property markets.**”

**Prof. Dr Tilman Harlander**  
Housing and Urban Sociologist

On the one hand the city is to remain attractive and must continue to develop. This concerns many areas that are generally regarded as the greatest challenges for the city: economic competitiveness, both nationally and internationally, adequate education and cultural offers, attractiveness by expertise and the chance to unfold individual creativity. In general terms, the goal should be an increase in the quality of life by means that are both socially and ecologically sound. The latter often requires higher investments, which often pay off on a long-term basis only.

However, on the other hand we face the not less important challenge that Harlander calls ‘protecting and stabilising existing social structures’. Depending on the perspectives and needs of different social groups, but also affected by individual life situations, there is a great variety of impact levels. In the abovementioned strained relationship, above all, the people with lower incomes must not become excluded social losers, says Harlander. It was a socially mixed city that contributed to its attraction in the first place and filled it with life – in this connection the sociologist refers to a “deeply rooted charm” that needs to be preserved in Munich.

Tilman Harlander grew up in Schwabing and today is one of Germany's most renowned city researchers. The sociologist is an expert when it comes to assessing Munich's problems and opportunities: “During the 1950s and 1960s, I came to appreciate and love the marvellously small, social and mixed-use urban spaces you could

find there at the time”, he says. This assessment was not at all about a misplaced desire for romanticism or preservation, he says, as any city is certainly forever changing and therefore also requires continuous modernisation. But particularly in Munich there was a special tension.

The obstacles impairing successful urban development are of a diverse nature. There can be no illusion that all problems could be solved satisfactorily – as solutions were as different as the interests of the inhabitants behind them. But in Munich it is considered a particularly important challenge, not only to be successful, but to be social at the same time.

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Good seismographs are the statements of creative artists and scientists who come from Munich or live here. When asked about future challenges, nearly all of them bring up the strained relations between the pursuit for economic success and the increasingly widening social gap. "We must not turn Munich into a habitable, functional machine for optimised, achievement-oriented yuppies. Everyone should rather always be aware of the fact that we live in a community, which does not have to be profitable at all times, but which always needs to remain humane and social", adds Luise Kinseher, actress and winner of the Bavarian Cabaret Award 2014. And the Folk Brass Punk band LaBrassBanda comments: "It is important that Munich, despite all its economic success, does not lose sight of its heart and gemütlichkeit."

Within both areas, urban development is primarily faced with the key question of control possibilities and capabilities. And what applies to all areas is: Many factors cannot be influenced in the first place. The development of a city such as Munich, with its large, internationally working companies and its strong tourism sector, also depends on global economic developments that are barely foreseeable.

The economic crisis of 2008, for instance, revealed how quickly forecasts can become void – the city's finances can thus change rapidly due to influ-

ence factors outside its control. If certain measures are not implemented, this might be for reasons that cannot be attributed to Munich.

Forecasts nevertheless help to recognize scope for action and to action itself. The controlling mechanisms must then become more flexible as well: Variety, to a certain extent even complexity, are characteristics for a city. But the more open and pluralistic a society becomes, the more flexible an administration must be in its planning. It is important that many voices are heard and as many stakeholders as possible are involved in the decision-making processes. "Transparency of political measures for the urban society plays a key role, as expressed

in the self-perception of the state capital and its elected local politicians", comments Maximilian Heisler of the interest group "Bündnis bezahlbares Wohnen". He is confident that this can work out: "The proud image of Munich's unique blend should not just be used as a figurehead, but recognized in its creativity, technicality and variety and be actively utilised. Here lie hidden treasures for this city sometimes referred to as the "Florence at the Isar river"; and don't worry, the general mood is still positive."

A particularly great challenge Munich faces is, of course, the immense influx of people, one of the most important factors of demographic development. Amongst other reasons this also

"There is a requirement, or rather, an opportunity to implement innovative traffic concepts with short-distance mobility, improved inter- and multi-modality aspects. This is supplemented by sharing offers and the use of electric vehicles in motor traffic, two-wheeled traffic, public and business transport. Munich offers good basic conditions and has a sound starting position."



**Prof. Dr.-Ing. Klaus J. Beckmann**  
President of the Academy for Spatial Research and Planning (ARL)



”

**Apart from the immense structural problems affiliated with the continuously increasing population in Munich, each inhabitant of this city will be required to further refine and strengthen their individual social competence."**

**Luise Kinseher**  
Munich cabaret artist and actress

supports the assumption that Munich will continue countering the German trend and generate a surplus of births, since many young people start their families only once they have moved here. We currently expect a growth in population of 9% by 2020 and 15% by 2030. Due to the constant influx of young people and the surplus of births Munich's urban society hardly ages. However, a strong rise is to be expected in the group of people of advanced age. Numerically strong cohorts grow to old age, life expectancy fortunately continues to increase as well, and with it the demand for age-appropriate living and for a barrier-free city. This is just one of the reasons why the public suburban traffic should be developed further.

The aforementioned problem of the increasing social gap directly influences this development too: Many older people are threatened by poverty in old age and depend on rents not being increased or only to a minimum extent.

”  
Don't worry, the general mood is still positive.  
“

**Maximilian Heisler**  
Bündnis bezahlbares Wohnen (Alliance for Affordable Living)

The share of people with migration background, which at the end of 2014 was at 41%, will continue to rise as well. In the children and young people group, this value has been twice as high and thus already much higher anyway. Adapted educational offers will therefore be required, as well as measures aiming at generating equal opportunities, such as access to the education system.

At a national level we see a general trend towards increasing differences in income. Usually, older people and people with migration background are the most negatively affected. Eleven percent of Munich's households cur-

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It's not enough to insulate individual houses and install more efficient heating here and there."

**Patrick Illinger**  
Head of Science with Süddeutsche Zeitung

rently live in poverty – the number of children who receive advance alimony payments has nearly doubled from 3,300 to about 5,700 between 1999 and 2008.

Influx, increasingly diverse lifestyles and less and less space for new buildings have led to considerable price pressure hard to counter with free market means. Potential areas for new housing construction are extremely scarce.

With the project "Langfristige Siedlungsentwicklung" (Long-term settlement development) solutions for the foreseeable bottleneck in settlement space are being looked for. The key question here is: Which planning strategies allow for a socially balanced housing policy on suitable areas? The Department of Urban Planning and Building Regulations had various strategies examined by experts in these areas: densifying existing residential areas with the objective to improve the housing offer, a strategy for city and landscape-compatible settlement and free space development at the outskirts, and restructuring commercially-oriented city districts to achieve higher residential use.

Sociologist Harlander considers Munich quite well-prepared: "My wish is that the city of Munich continues to develop its pioneering role – widely recognized at a national level – in further stabilising social cohesion within its urban society, in particular with the instrument of a 'socially compatible use of land' (SoBoN)."

Planning of settlement and housing structures here must go hand in hand with the planning of public transportation systems. "As a growing city and region, Munich increasingly requires a co-ordinated development of settlement and transport issues", says Klaus J. Beckmann, President of the Academy for Spatial Research and Planning. "People must be equally aware of the dearth of space and of transport capacity bottlenecks in road and railway systems which cannot be easily eliminated."

The steadily increasing number of commuters already shows that the readiness to accept longer distances grows as well, irrespective of the means of transport. This in turn leads to an increased environmental impact, above all due to increased CO<sub>2</sub> and noise output. There is no doubt that further planning must be based on a holistic concept in cooperation with regional communities.

This admittedly requires superordinate ideas that tackle several problems at the same time. Patrick Illinger, Head of the science department of Süddeutsche Zeitung comments for instance: "Lowering energy and resource consumption of a city must not be attempted only on a small scale. An urban area is an interconnected system, almost an organism. It is not enough to insulate individual houses and install

more efficient heating here and there". There must be an overall concept that integrates mobility, resource and energy consumption and takes into account the lifestyles of citizens. References to the ecological significance of own actions, according to Illinger, should – as far as possible – be perceived as 'favourable'. What we need are concrete individual incentive systems to prevent the waste of valuable resources." The problem definition is global in this case, however, its implementation must be managed predominantly at a local level.

Even if framework conditions are subject to permanent change: Numerous challenges are not new but represent ongoing topics in Munich's development. This includes, for example, that companies based in Munich receive location-related benefits. Independent studies have proven that Munich's position is excellent, both at a national and international level. Its economic development is described as dynamic, while the quality of life and environmental standards are high. In the course of liberating international trade we must, however, ensure that

"If Munich is no longer affordable for craftsmen, we have a massive problem. Eventually my children will visit the country instead of the zoo and say: 'Look daddy, a plumber! Over there – a carpenter!'"



**Mehmet Scholl**  
Former Bayern München football professional and Munich citizen by choice;  
published in Süddeutsche Zeitung, 6 June 2014

we position ourselves well and create incentives for new companies as well. Among other things, this requires an intact infrastructure as well as a generally positive image of the city and metropolitan region of Munich.

These are by far not all the challenges the state capital will face in coming years – some might not even be known yet. Important key words of the future are, for example, knowledge economy, multi-functionality of public space, reacting to special needs in individual districts where challenges can be most diverse in nature. This again takes us back to the starting point: Munich's original charm must be preserved, and a high identification of its citizens both with their city and their direct neighbourhood is enormously helpful. This can only be achieved if people are included in the future development of their city and commit to it. This would ensure that Munich can retain the state-of-the-art and remain true to its traditions at the same time.

In a diverse urban society it can no longer be assumed that all challenges equally concern all of its members. Depending on the perspectives and needs of different social groups, but also affected by their individual life situations, this leads to quite different impact levels.

Munich's future challenges provide the foundation of the guiding principle as well as of strategic and thematic guidelines, based on which Perspective Munich formulates answers for the future. /CL

# Dialogue



Every urban society is a market of the most varied interests as well. Citizens, companies, policy-makers, administration representatives – all these stakeholders have their particular expectations with regard to their city. However, when pressure on growth is high, these needs increasingly collide. An open and comprehensive exchange of interests helps to gather important knowledge, thus creating the requirements for optimum decisions to be taken in each individual case. Public relations and an active culture of participation are hence key elements of Perspective Munich. A core principle is to establish a culture of open and in-depth dialogue with citizens and social groups as early as possible. Perspective Munich means planning in progress.

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# Quality through Dialogue



Effective “planning in progress” can only succeed when based on reliable information and long-term oriented communication.

# C

Centrepiece of our public relations efforts is the so-called “PlanTreff” that was launched at the start of Perspective Munich in 1995 as information centre for urban development. Information on planning, projects and urban development issues is organised comprehensively in line with citizens’ needs in the form of publications and exhibitions there. Numerous events and hand-on formats for different target groups facilitate and promote dialogue at eye level. Cooperation with universities, institutions and other cities provides new impetus and helps urban stakeholders to look beyond their own planning horizons.

Entitled “Zukunft findet Stadt” (City of the future), the Department for Urban Planning and Building Regulations organises an exhibition on current issues and questions at the beginning of every year. The scope ranges from living conditions via monument protection, all the way to city shape and city centre concept issues. The interest of people in the exhibition and the comprehensive framework programme has been growing constantly since 1999: In 2015, nearly 19,000 people visited the exhibition “Innenstadt weiterdenken” and using approximately 6,000 sticky notes, left a great variety of ideas and comments on the city centre’s development.

In order to interest young people in architecture and urban development planning, the “Münchner Schulwettbewerb” (Munich school prize) is awarded once per year. About 450 children and young adults create visions for their Munich every year.

For urban planners it is also important to take issues beyond their technical everyday ones into account. The “Münchner Gespräche zur Stadtbaukultur” (Munich’s discussions on the culture of urban development) outline the greatest planning and development challenges from different points of view within society. Head of Department of Urban Planning Merk hereby invites people from different walks of life to join the public discourse twice a year.

**Planning-related public relations and the involvement of citizens are fundamental prerequisites for sustainable urban development, where as many interests as possible are incorporated.**

Planning-related public relations form the basis of a successful citizen participation – a feature that looks back on a long tradition in Munich. As early as in 1968, Mayor at that time, Hans Jochen Vogel, brought Munich’s “panel for urban development issues” to life. Since 1972, the city has financed a non-profit association as interface between citizens, administration and politics of urban development with the ‘Munich Forum’.

Independent of the formal participation steps as stipulated by building law, an increasing number of informal procedures are established in today’s building management. When planning the Bayernkaserne, or the Au-based Paulaner Area for instance, the classic competition process was combined with an extended participation tool. Citizens were already involved prior to the competition’s start, so that their suggestions could be included in the tendering process. As part of workshops, the competition results were later revised against the background of the joint recommendations by the jury, politicians and the public. When

setting up the Maxvorstadt arts area, a new instrument was introduced with the citizen appraisal that is perfectly suited for answering questions with an overall impact. 100 participants who were randomly selected among the population register, compiled the appraisal with the goal of better exploiting the potential of the area that is so important for the arts and culture.

Social changes become increasingly visible: Citizens today seek more active participation in planning processes. Surveys confirm that more and more people feel that important decisions are taken over their heads. A wide bandwidth of contribution options as well as starting discussions and participation as early as possible improves mutual understanding, allows both sides to react and thereby puts planning on a sustainable basis. If citizens are informed about projects promptly, invited to participate and co-determine decisions, this leads to qualitatively better results. In addition, an increased acceptance of these decisions results in continuous interest that future projects benefit from as well.

Formats and limits are co-ordinated at the beginning of the participation process. In projects that affect the entire city, different public relations instruments and components and their participation forms interlink. The district committees in the districts play a substantial role in involving people on-site and representing local interests.

The possibilities of the internet today multiply and accelerate communication. Social media, apps and blogs are more and more effectively used – by citizens and as well as by professional stakeholders. The administration is

expected to provide internet-based options to inform transparently and to include citizens in the decision-making process. The “muenchen-mitdenken.de” project functioned as a beacon, allowing for comprehensive online participation when updating Perspective Munich, in addition to the existing offline elements.

Increased participation also means more time, more funding and more communication expertise within the administration. The more people involved in the decision-making, the more complicated and more complex the process can become. Special workshops and panels often reveal that interests significantly diverge. Since not all conflicts can be eliminated, the acceptance of democratically-taken decisions is part of the participation process as well.

For this, Head of Department of Urban Planning Elisabeth Merk, happily calls on the following formula: “The objective should be: Quality for the city, through dialogue about the city.” /ME

# München MitDenken



**Workshops, events and an online dialogue platform – many components contributed to delivering the desired outcome.**

Under the motto “München MitDenken”, updates to Perspective Munich were discussed with the general public and other stakeholders in the spring of 2012 via a cross-media participation process – a dialogue about the fundamental goals of urban development.

At the end of the evening 88 post-its adorned a two-metre wide pin wall and that was only the beginning. The proposals for the state capital's future were as concrete as they were held generally, from the noise reduction tunnel at Tegernseer Landstrasse in Giesing all the way to solar energy settlement projects for all of Munich. They all contributed to advancing urban development as part of Perspective Munich. The Anton Fingerle educational centre in Giesing hosted the first event in a row of three public city meetings on 23 April 2012, where the people of Munich could contribute their ideas. This was followed by two other, equally well attended meetings in Hadern and in Milbertshofen. Children and young people were also involved in

the process via various workshops. An intercultural team of experts discussed with citizens and people with migration background what they would desire for their future in Munich, while the regional planning association debated cooperation and participation possibilities in the region.

An external council accompanied the process of updating Perspective Munich together with the city council's political groups and administration representatives. In the course of 15 workshops in total, various debates were initiated in different committees, points of view shared, contents developed, scrutinised, approved – or discarded again. The update draft that developed in this way formed the basis of the dialogue and discussions with the general public.

As early as in March, former mayor Christian Ude had kicked off the “public phase” at Munich's Literaturhaus. As a round table event with the provocative title “Boomtown Munich – Is success eating up its children?” he discussed the challenges of a dynamically growing city with scientists and citizens as podium guests.

For the state capital Munich the dialogue on the future of the city is the basis of its actions. Nobody knows the city with its minor and major problems better than its inhabitants. The more intensive the participation, the better

problems can be pointed out that have so far been neglected in individual districts. The active participation at the same time depicts where the greatest cross-district challenges lie and delivers tangible trends that avoids urban planning over people's heads. The participation of citizens can thus affect real projects as well as the strategy behind them. Another important aspect: The dialogue widens people's perspectives and helps them to appreciate the interests of others as well.

For the first time in the discussion on Munich's Perspective an online portal was created where citizens could participate in updating the urban development concept. This electronic pin wall, named [www.muenchen-mitdenken.de](http://www.muenchen-mitdenken.de) collected another 450 ideas, 1,600 comments and over 12,000 evaluations in the period between 16 April and 11 May 2012. All contributions were evaluated later, documented and integrated into the long-term urban development concept. The proposals on the website were moderated and general as well as cross references to similar ideas were made.

Overall, discussions on the internet were also led extremely constructively. The many, mainly official but private comments as well, led to another significant effect – a greater measure of understanding of the things that are possible and feasible when it comes to urban development planning. The online option had furthermore increased the number people participating in







/ 01

**/ 01 Participation on-site**

**/ 02 Participation on-line**  
Using the "muenchen-mitdenken.de" site citizens were equally able to contribute ideas

**→ The most important findings in the public phase:**

Munich's people are, above all, concerned about the quality of life in their city as a consequence of its growth. The discussion has been and remains controversial, for example, the desire for affordable housing on the one hand and the wish to protect established structures against subsequent densification on the other. The challenge of integrated urban development planning is to balance such opposing interests.

**Other key issues in Munich (selection):**

- More participation in decision-making processes
- More quality when implementing new building and subsequent densification projects
- Development and revaluation of public transport as well as pedestrian and bicycle traffic
- Retaining attractive green areas
- Improving the offer of day care facilities and youth leisure activities
- Shaping public space
- Improving regional cooperation

the PlanTreff at Blumenstrasse and also granted the option of presenting their ideas themselves and in greater detail – as for instance the most popular proposal with 323 supporters to preserve the Boarding School at Hochstrasse in its existing form. It turned out the initiators were not only concerned about this individual school, but that they were focusing on the principle of offering good education to single parent children and to people with lower incomes and unfavourable working hours. At the same time, this again confirmed the thesis that citizens' requests almost automatically served a concrete and a general purpose. Other often supported proposals were among others: "100,000 new trees", "A new circular track for the public transport system", "optical sustainability for new buildings - more beautiful new houses" – to name a few.

and organisation phase. We succeeded in addressing a broader public and in leading a lively discussion on Munich's urban development". The fact that the city hereby utilised the idea of an online survey was positively recognised even nationwide: In May 2013, Head of Department of Urban Planning Merk received the "Online Partizipation 2013" main prize for the "München MitDenken" initiative in the federal capital. "The project is characterised by its high level of participation, a positive media resonance and good public relations during the entire process. "The successful blend of online and offline elements is remarkable", was one of the reasons provided by the jury. During the award ceremony, Merk announced the city's intention to intensify its communication with people in future. /CL

the discussion: A survey revealed that 57% of participants had not heard about Perspective Munich before.

On 30 July 2012, Head of Department of Urban Planning, Elisabeth Merk, was delighted to personally meet some of the people who had provided ideas: The authors of the 15 most successful proposals were invited to

After conclusion of the online dialogue, the page was archived including all its information and contributions and can still be accessed today via [www.muenchen-mitdenken.de](http://www.muenchen-mitdenken.de).

After evaluation of the public phase and the detailed feedback, the City Council decided to update Perspective Munich on 5 June 2013. The councillors were not only presented with the documentation of the public participation, but the strategic guidelines were revised as suggested by the public. Even if most city districts were focusing on concrete on-site requests, both in meetings as part of the [www.muenchen-mitdenken.de](http://www.muenchen-mitdenken.de) online dialogue, some citizens felt the need to word the guidelines less bureaucratically – hoping to attract even more people as a result.

The evaluation report came to a positive conclusion: "The proactive participation confirmed the considerations during the public conceptual design

/ 02



# Integrated Strategy

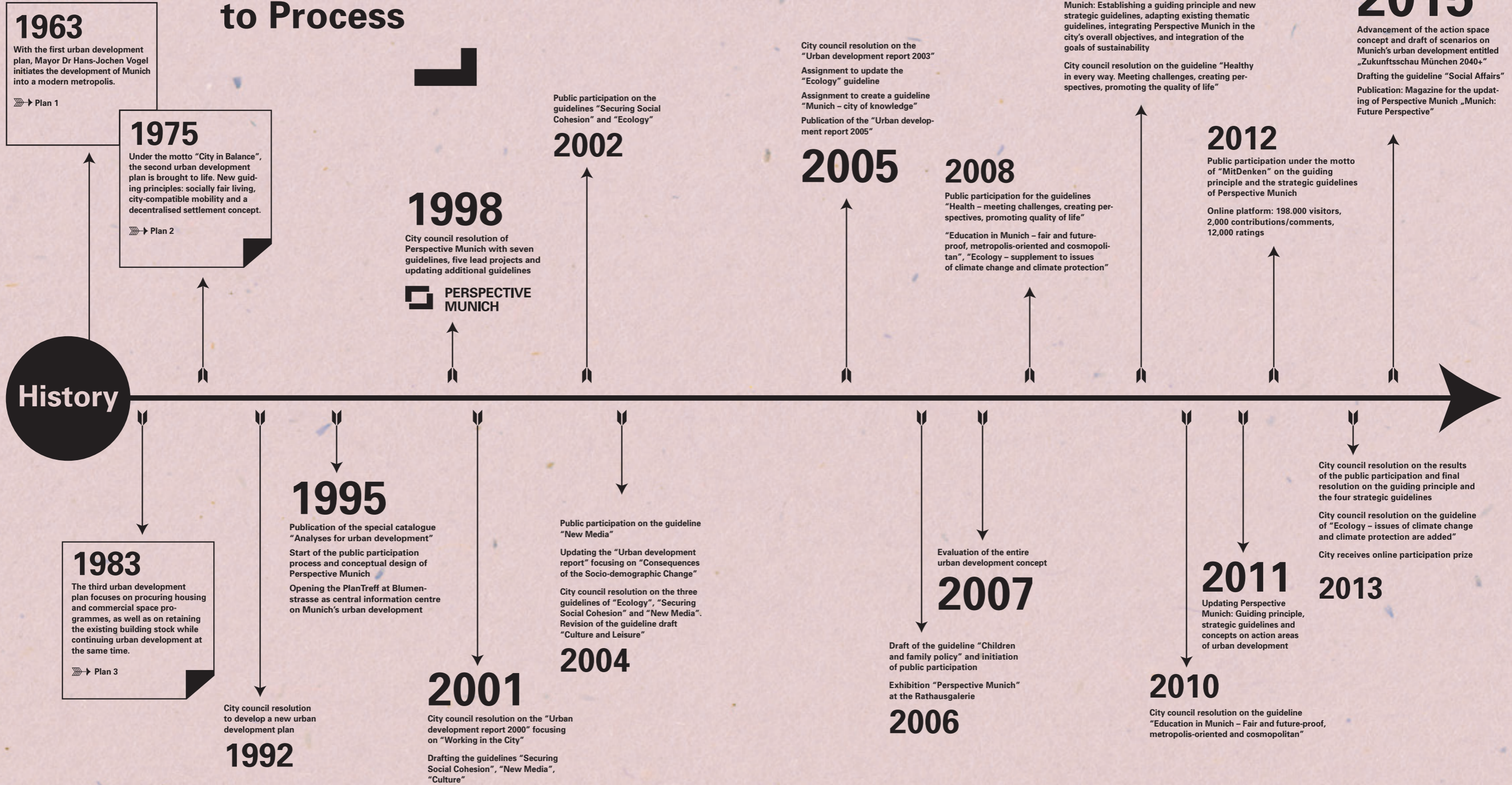


In a dynamic metropolis, such as Munich, politicians and administrators must react immediately to changing key conditions. Social, economic and ecological challenges are changing fast and must often be tackled completely differently. As early as at the beginning of the 90s, it had become obvious that merely updating the rather inflexible urban development plans was no longer suitable as an instrument of choice in view of the predominant pressure for change.

Since 1998, Perspective Munich has provided the flexible framework for future-oriented urban development. A superordinate guiding principle, 4 strategic guidelines, 16 thematic guidelines with numerous lead projects as well as 10 action areas are the substantial components of the integrated urban development concept.

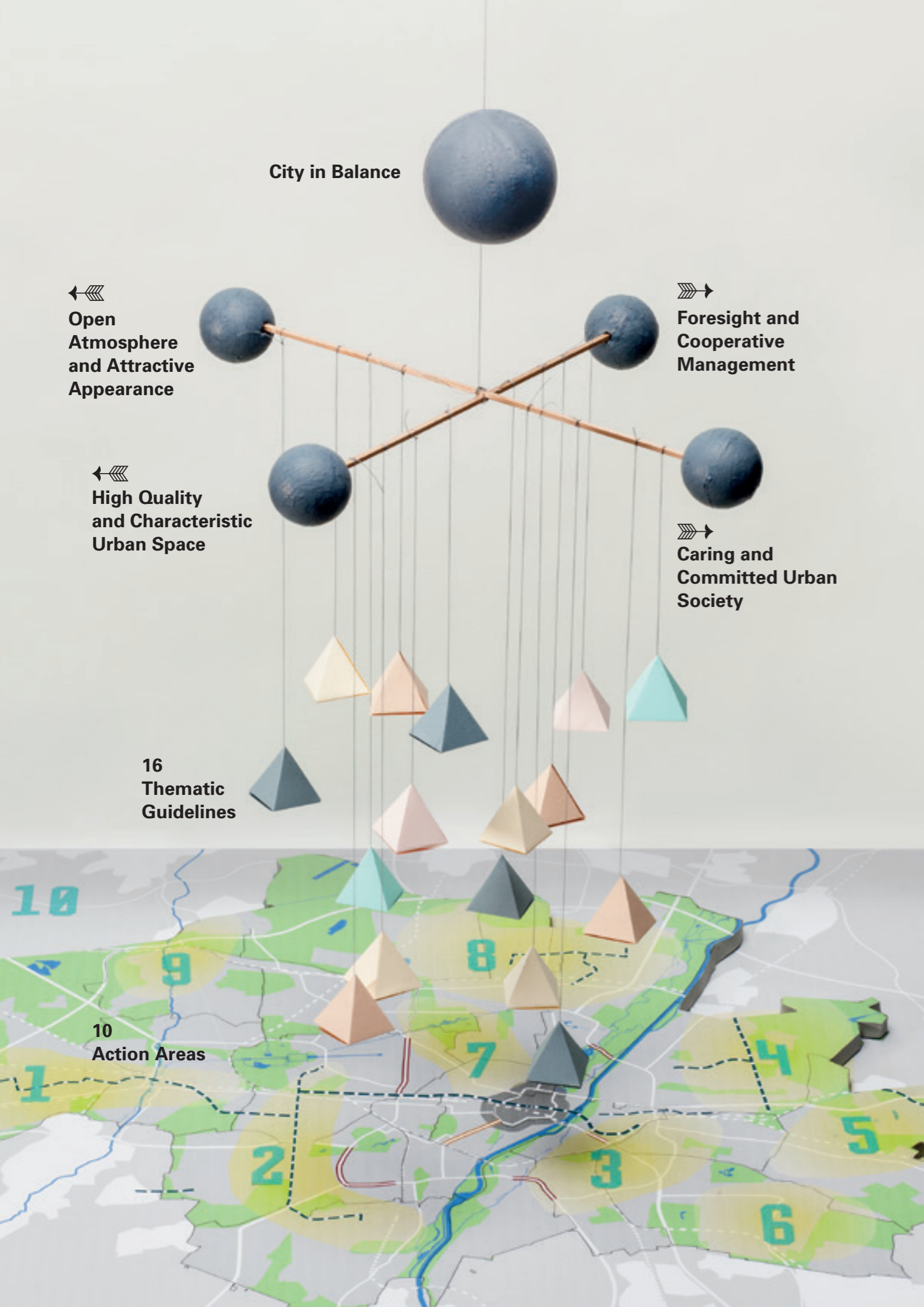


# From Plan to Process



Abandoning inflexible urban development plans in favour of process-oriented planning. Since Hans-Jochen Vogel presented the first urban development plan in 1963, the planning culture in Munich has changed considerably.

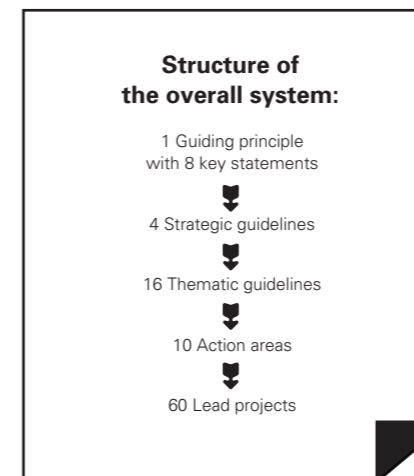
In the next few years, Perspective Munich will be supplemented by a spatial urban development concept, and its implementation will be optimised by elaborating the ten action areas.



# Perspective Munich



The Perspective Munich urban development concept was established by the city council in 1998 for the first time and since then has been updated several times. The guiding principle, the four strategic guidelines and the ten action areas of urban development were recently added.



In the form of eight key statements, the new **guiding principle** – City in Balance – bundles the goals and values of urban development as stipulated in the guidelines.

The elements of the guiding principle are substantiated using the four new **strategic guidelines**: “Foresight and Cooperative Management”, “Open Atmosphere and Attractive Appearance”, “High Quality and Characteristic Urban Spaces”, “Caring and Committed Urban Society”. These strategic guidelines are cross section-oriented uniting substantial action areas and future challenges. In the overall system, they represent a link between the generally formulated guiding principle and the differentiated thematic guidelines.

The currently existing 16 **thematic guidelines** contain rather specialized objectives on almost all the important urban development issues, such as business, cityscape, social aspects, mobility, education, health and ecology. Together with the strategic guidelines they provide direction and define goals for the future urban development. The thematic guidelines are continuously updated, supplemented subject-specifically and evaluated at reasonable time intervals.

A varying number of **lead projects, action concepts and programmes** are allocated to the guidelines. Here, objectives are implemented and turned into concrete projects and programmes. At present, there are about 60 such projects across all thematic areas.

The ten currently existing **action areas** extend the technical and holistic urban perspective by a sub-spatial view. They outline the specialised key areas of Munich’s urban development across disciplines and focus on individual city districts that are characterised by exemplary development opportunities, but also bear risks and hence require special attention and care.

With Perspective Munich, the state capital of Munich has established a flexible orientation framework for future urban development and an obligatory system of targets many planning and departmental measures can be aligned with and measured against. Perspective Munich promotes the city administration’s integrated approach. In addition, it serves as a platform for a discourse on the future of our city that involves the entire urban society.

# City in Balance

Munich's tradition of balance manifests itself in the eight key statements that together form the guiding principle. In order to generate an equilibrium of interests, the key statements are regularly weighted and correlated.

**01. Individual evolvement and living environment**

Munich strives to create an environment worth living in, guaranteeing every individual's personal evolvement. The city supports its inhabitants in their autonomy to act, allowing them to exploit their potentials and seize opportunities.

**02. Limits of growth and global responsibility**

In structuring the living conditions of its citizens, Munich takes into account the global ecological system and accepts responsibility for maintaining the natural fundamentals of life.

**03. Centre of a strong and attractive region**

Munich is the heart of a strong and attractive region. The city responsibly uses its means to develop partnerships with regional administrative bodies, both in the closer vicinity as well as in the region and the metropolitan area.

**04. Exchange and solidarity**

Munich provides contributions to managing global challenges in solidarity and in this context seeks to set up cooperation and exchange projects with cities and regions, both at a national and an international level.

**05. Variety, creativity and innovative strength**

Munich values its social, economic, cultural and local variety. This contributes substantially to the quality, atmosphere and creativity of the city and secures the long-term basis of its innovative strength and developmental dynamism.

**06. Integrational strength and reconciliation**

Munich ensures the integration strength needed to act against existing or increasing inequalities. It stands for reconciling the various and often contradictory interests of its citizens in the sense of a future-oriented development of the city as a whole.

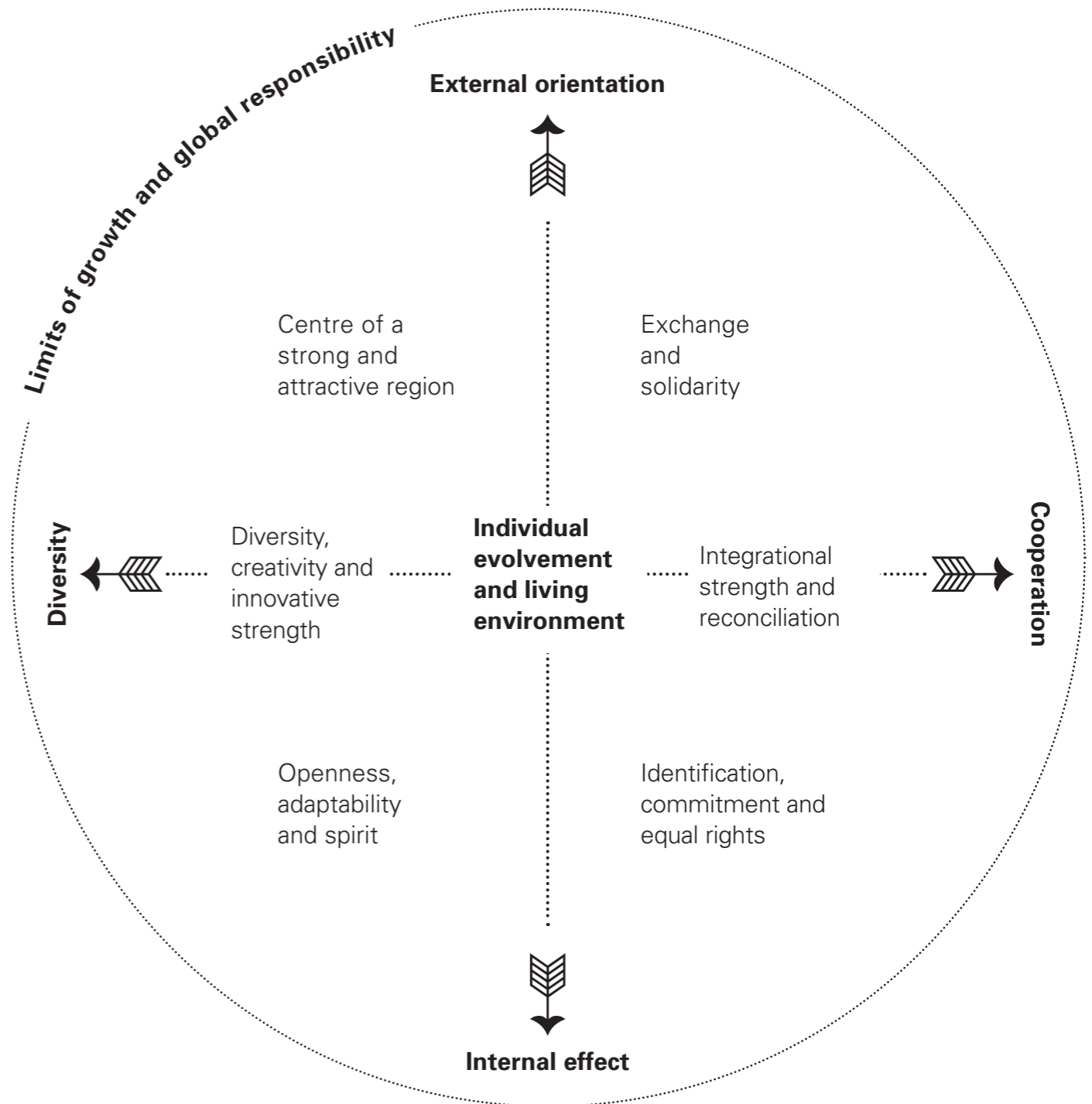
**07. Openness, adaptability and spirit**

Munich deals with its history and preserves its tradition. The city is both open to learn from others and has the spirit to accept new challenges.

**08. Identification, commitment and equal rights**

Munich is supported by the identification of its inhabitants with their neighbourhoods, their districts and the city itself. Munich ensures that all of its citizens have the possibility to participate on an equal footing in the development of the city and encourages citizen commitment.

In view of the forces in play, urban decision-makers can hence resort to a value catalogue to level tensions that might threaten the balance. Key elements hereby are balancing the **external orientation** while considering **internal effects** as well as the promotion of **diversity** in our city without putting the **cooperation** among members of the urban society at risk.



The elements of the guiding principle are substantiated by means of the four new **strategic guidelines**:

## Open Atmosphere and Attractive Appearance

In 1962, Munich was awarded the epithet "Metropolis with a Heart". In this respect, the guideline "Open atmosphere and attractive appearance" actually conveys precisely the idea behind this motto: Munich is a popular and economically successful city, and is supposed to stay this way too. This strategic guideline therefore aims at further promoting Munich's strengths, for instance, with a greater offer of cultural and sports events, as well as by minimising any detrimental effects of developments progressing too fast.

Fundamentals of an attractive atmosphere are openness and exchange. On the one hand, Munich engages in the dialogue with national and international partners with regard to a future-oriented development of cities and urban regions, both in Germany and worldwide. On the other, Munich is also known for contributing a great deal of its own experience to this dialogue. Munich is hence embedded in a safe, economically, socially and culturally stable environment, and consequently

emanates enormous attraction. The city intends to ensure that everyone can express their personality here in line with their ideas, both in professional as well as in a private regard. In the business sector, Munich pursues the goal of strengthening its position as a creative and innovative location where knowledge, education and research thrive. This also means facilitating operations as well as the settlement of companies. Special attention is hereby attributed to ecological and social interests. Local companies, for instance, are actively supported in using ecologically compatible and resource-saving technologies.

However, in order to be and remain attractive as a city, it needs more than just preserving the competitiveness of the economic and university location. The city's attractiveness, clearly reflec-

ted in the continuous influx of people to Munich, also has its downsides – as is widely known. What matters, above all, is to find a balance between successful economic situation and high quality of life. In other words: Social and ecological aspects must be considered at all decision levels. Munich is to remain an attractive place for all its inhabitants – whether they are long-established, new arrivals from near and far, families or singles, old or young, a place where everyone is able to live well and nobody is excluded.

### Projects in the context of this guideline:

#### Improving cooperation between universities and city

Objective: Creative and innovative location

#### Marketing concept for Munich as city of knowledge

Objective: Creative, cultural, innovative location

#### ➤ Eco-Benefit

Objective: Power of attraction and sustainability

➤ Lead project

## Ökoprofit – Eco-Benefit

A visit to the Brücklmaier bakery

When lead projects are initiated, they are often referenced with several guidelines in practice. In addition to the strategic guideline "Open Atmosphere and Attractive Appearance", the thematic guidelines 1 "Safeguarding and Promoting Employment and Economic Prosperity" as well as 10 "Developing Ecological Qualities" are of importance as well, if a business is to become more sustainable.

The latest acquisitions in the Brücklmaier baker's shop are not visible; they hide above the enormous ovens and work in secret: the heat accumulators. The exhaust air of the furnaces warms up circulating water, and the energy generated is used to heat the facility and to supply it with warm water. The heat accumulators required for that, are, of course, not cheap, but

owner George Brücklmaier is convinced that they are worthwhile.

In order to find out what pays off in the first place, a detailed consultation in the technically and legally complex field of environmental protection is often required. The state capital Munich offers such consultancy not only in workshops, but also in the form of multiple visits to the premises. External experts then accompany a measure all the way to preparing a budget. In Brücklmaier's case LED lighting was, for example, installed in all six branches, even in the sales areas. "Of course, the lights are more expensive at first. But they last much longer than usual halogen bulbs. Above all, I have less heat build-up", comments Brücklmaier. The 3,500 he invested paid off quite fast.

Brücklmaier's bakery is a business with tradition. Since 1883, the family has sold bread and cakes; the 45-year old Brücklmaier has been managing the operation since the beginning of the 1990s. And he is keeping up with the times. In 1998, he was asked whether he would like to participate in the "Ökoprofit" initiative and since then he has saved a lot of money. The additional work he has to cope with because of that is comparable to the heat accumulator situation: At some point you hardly notice if anymore.

Every two years people can participate in four workshops; an expert visits the facility two times, provides advice, analyses, and food for thought.

/ 01 The Brücklmaier bakery in Altperlach



/ 01

This is what the initiative is all about: regularly generating awareness for the possibilities of sustainable management. Commitment then develops almost automatically. Brücklmaier taught his employees to always shut down the furnaces when they are no longer needed. The lights in the manufacturing area were more efficiently placed. Many little things that add up, forming enormous savings. Brücklmaier cannot specify exactly how much energy he saves over the year. However, on basis of the accessible business comparison he notices that he uses up to 20% less energy than other bakeries.

Brücklmaier immediately reinvests most of his savings, for instance, in better insulation of the cooling systems. However, for him this is not only about increased profits, not for a long time: "We now also changed over to 100% ecological energy", he adds. Purely operationally, he gained nothing from that. "I just cannot say: I run an "Ökoprofit" company and not live by the respective standards. I want to set a good example as well."

/ CL

## Strategic Guideline

# High Quality and Characteristic Urban Spaces

Whether Maxvorstadt, Schwanthalhöhe, Giesing or Ramersdorf: Each quarter of Munich has its unique characteristics with high recognition value. The quarters, however, do not appear isolated from each other, but rather are visible parts of an integral whole. The second strategic guideline, “High Quality and Characteristic Urban Spaces” aims at strengthening these individual quarters and their residential structure in their respective form.

However, there are many obstacles to consider here; the space available for new city complexes is highly

limited in Munich, for instance. The city has nevertheless set the goal to relieve the housing market as much as possible and to keep flats affordable. The more housing complexes are built, the more important it becomes to also create sufficient green areas and other open spaces. High Quality, mixed-use quarters and settlements with attractive open spaces and short distances are promoted this way – the objective being a meaningful blend of living, shopping, work and leisure. Attractive green areas with their numerous possibilities as places to meet people, to do sports or to simply rest are important experience areas that positively shape the overall image of a city as well.

In line with the principle “Compact, Urban, Green”, a healthy urban climate – in the truest sense of the word – is to develop at the same time: Building structures blending in with the landscape, noise protection, the use of renewable energies, an increasingly

dense network of cycle tracks, car sharing and good access to the quarters’ leisure and cultural offers – all this helps to protect the environment and contributes to the well-being of the citizens.

When it comes to housing, an appropriate socio-spatial blend is taken into account. Munich hereby uses different measures including advancement programmes, such as the München Modell or the income-oriented funding (EOF), the allocation of urban spaces to building societies, building communities and rental housing on a conceptual basis. In principle, the new quarters are implemented in line with a 50-50 solution: 50% funded housebuilding (20% München Modell, 30% EOF), 50% privately financed construction (30% thereof as rental housing on conceptual basis).

Munich attaches importance to quality in urban construction, whether in its city centre or at the outskirts. These qualities take into account the history of the respective site and are advanced with new, courageous impulses at the same time. Thanks to competitions and public discourses, an above average quality level is consequently achieved – as illustrated by the example on the next page.

### Projects in the context of this guideline:

#### Traffic development plan

Objective: Guaranteeing and improving mobility for everyone

#### ➔ Strategic spatial management

Objective: Future-oriented settlement structures by qualified internal development using the Ackermannbogen as example

#### Future of the Olympiapark

Objective: Developing the park into a central sports and event venue, protecting the high architectural and landscape-shaping qualities and its accessibility as recreation area for all population groups

## ➔ Lead Project

# Ackermannbogen

A city quarter full of commitment

For 14 years a district has been developing between Ackermannbogen and Schwere-Reiter-Straße that brings the terms “High Quality” and “Characteristic” to life: Committed residents use the new free spaces that were once provided by the city.

- / 01 **New**  
Building under own management: Building societies and groups
- / 02 **Lively**  
The popular meeting point Café Rigoletto
- / 03 **Diverse**  
Children at a locally organised ballet class

In winter, children use it as sledding hill; in summer, young people from the neighbourhood gather at its top. However, the hill that is only a few meters away from Ackermannstrasse, in fact is much more than that. Under its grass surface it hides a state-of-the-art energy centre that supplies 319 houses with heat – to provide only one example, how quality of life and modern know-how are interconnected at Ackermannbogen.

The project that was initiated by the state capital in 2003 is called “Solar-powered district heating Ackermannbogen” and is still quite new in its kind, but already at that time blended well into this quarter with its pioneering spirit. One could almost say that a new form of cohabitation has developed there, a neighbourhood that is no longer searching for its match, but that has found it. The about 40 hectare area of the former Waldmann and Stetten barracks, called Ackermannbogen, is inhabited by people who organise their quarter on their own, at least to a great extent. This includes co-operative housebuilding societies or a citizens’ forum that considerably participates in future planning. Among other venues, common rooms can be rented at the Rosa-Aschenbrenner-Bogen. There are dozens of different programme items, such as fitness training, children’s ballet or a weekly market – everything completely independently organised by the neighbourhood. Yet another example of the innovative multiple use of the living environment is the “Kulturpassage”.

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Between two renovated rows of houses much more is happening than the weekly market. There are evening concerts, e.g., or flea markets for children.

It is the residents who give life to the innovative settlement model that was launched by the city council in 2000. Driving force is the Ackermannbogen e. V. association. One of its project groups is now planning the “Stadtacker”, a 1,000 m<sup>2</sup> public garden just opposite the popular Café Rigoletto. About 100 volunteers will plan, plant and weed together there in the next two years. The opening might coincide with the completion of the fourth and last construction section – over 6,500 people of the most diverse origin, income and age groups will then live here. /CL

## Caring and Committed Urban Society

An important premise is: No one is left behind in Munich. With the guideline "Caring and Committed Urban Society" the state capital intends to contribute to a better integration of disadvantaged groups, thus promoting social and cultural mobility within the city in the context of a responsible cooperation. After all, the consequently resulting cooperation and dynamics holds great potential for innovations for all parties involved. A vital instrument hereby is the educational offer which in turn contains cultural education and advanced training, as well as lifelong learning. In the concrete case it can also simply be about providing food for thought. When a family comes to Munich, for instance, it is important to initially offer support with learning the language and outlining the educational system (see to article on the right). This integrative educational assistance accelerates the process of personal development of each individual and thus helps to exploit their economic innovative strength faster.

Starting aid in the form of learning assistance and tutoring is needed in many situations. But in principle, the city of Munich prompts its citizens to generate more individual initiative: Individual development as well as

social and cultural competences are to be strengthened, creative participation is expressly desired – everyone is to be enabled to unfold their potential at a personal level as well as by co-designing their city with constructive ideas.

Citizens' cooperation when it comes to urban development issues and civil-society-oriented commitment helps to ensure that the city is developed incorporating the needs of its citizens. This is also why the identification of its inhabitants with their quarters is so important.

Another objective is the "healthy" city. Munich stands for a health care system that meets demands, while taking into account the needs of individual groups and guaranteeing access to everyone. A certain age, gender, social origin, handicap, sexual identity, view of the world or religion are not to prevent individuals from participating in social life. Munich thus promotes the principle of equal opportunities and reduction of discrimination in every respect.

### Projects in the context of this guideline:

#### ➡ Local education management

Objective: Fair, cosmopolitan and future-oriented education

#### Social City programme

Objective: Strengthening areas through urban development

#### Physicians promoting health prevention in schools focusing on secondary schools

Objective: Promoting quality of life

### ➡ Lead Project

## Local Education Management

Insight into an education restaurant in Munich's north

The project aims at offering as many different access possibilities to education and advanced training measures as possible, above all to less privileged and disadvantaged people. How flexibly and pragmatically the employees proceed, is illustrated by the following example.

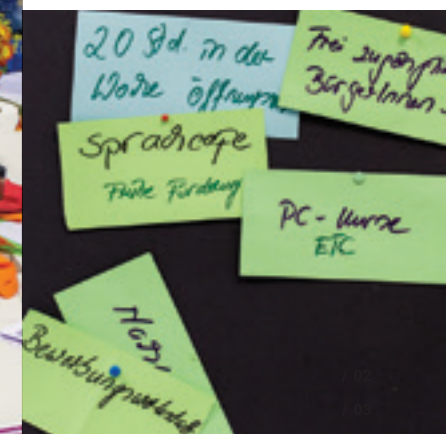
Munich's education restaurants have turned into an important platform for those looking for assistance and into an established point of contact in the respective quarters – not only, but predominantly for citizens with migration background. And not least, because much is offered here; from assistance with homework, all the way to organising an own art exhibition.

The following scene is quite typical: Late morning, two women from Iraq are joined at a large table of the Hasenberg education restaurant. Both are equipped with pencils and are tracing letters. They are getting familiar with the German alphabet. It is handy that they can bring their children along, who are playing and looking over their mothers' shoulders from time to time.



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The urban education restaurant at Linkstrasse is contact point for all the people intending to educate themselves. The fact that the facility is directly nestled between a supermarket and an old housing complex is no coincidence. "Many people exclusively live in this quarter. I know young people who have never been at Marienplatz" says Dagmar Koblinger, the local education manager. It is thus vital that educational offers are installed here, on-site. In addition to the Hasenberg education restaurant, which opened in October 2010, there are already others at Schwantalerhöhe, in Neuaußing and Neuperlach. More will follow – the facilities are highly successful.

"We want to convey the message that education is something wonderful and fun", says Koblinger. That often succeeds with purposeful cooperation, like the one with the cultural interpreters that schools can request from Caritas to mediate between teachers and parents. For example after controversies, where not just translating, but also explaining the cultural background can help to eliminate misunderstandings. The education restaurant wants to make these projects public and promote them.

- / 01 **Extra tuition**  
Iraqi mothers are getting to grips with the German alphabet at the education restaurant
- / 02 **Pin wall**  
Desires are manifold
- / 03 **At the heart of the quarter**  
The education restaurant at Linkstrasse

However, Koblinger also organises many things herself. The Munich Symphonic Orchestra already played at the Hasenberg thanks to her initiative, while young people were offered the chance to make handbags for an exhibition in the Bavarian National Museum. However, daily life at the education restaurants is particularly about black on white, about homework and application documents, i.e. about facilitating access to the local education system for the socially less privileged and people with migration background.

Various volunteers, among them also teachers from surrounding schools, here use their time to support guests – entirely in line with the guideline "Caring and Committed Urban Society".

/CL



## Strategic Guideline

# Foresight and Cooperative Management

Urban development planning means planning on a long-term basis and identifying problems as early as possible. The guideline "Foresight and Cooperative Management" thus aims at taking up the many cross-sectional issues at an early stage and looking into the question of how the most important goals can be achieved, not only in the short term, but also on a long-term basis in cooperation with other stakeholders.

### Projects in the context of this guideline:

#### The Munich Employment and Qualification Programme

Objective: Safeguarding and promoting employment and economic prosperity

#### www.muenchen.de – Munich's portal

Objective: Using new media opportunities; improving basic services, public access, promoting media competence and media economy

#### Regional space management

Objective: Improving cooperation in the region; strengthening competitiveness of the economic area

Important cross-sectional issues where Munich intends to assume a pioneering role are among others, protecting the ecological system, gender equality, inclusion of handicapped people in all areas of life as well as the implementation of an intercultural integration concept.

Here it makes sense, of course, to ensure that the urban departments collaborate well. Often, also cooperating with other stakeholders, for example municipalities from the region, national and international associations, citizens, the business sector or initiatives and social bodies, is a vital component in the search for solutions for the various challenges. The city hereby attaches particular importance to partnership-based cooperation and strives to assess its own administrative structures

and processes and, where possible, to adapt them. When resorting to the example of the traffic issue, the necessity of regional cooperation becomes particularly visible. Mobility needs of an increasing population that in Munich and its surrounding region will continue to once again increase by about 400,000 people by 2030 can only be mastered by close cooperation within the entire metropolitan region.

When it comes to sustainable ecology concepts, Munich is setting a good example. In the context of an international development cooperation, the state capital hence contributes to improving living conditions elsewhere in the world to reduce causes for suffering and forced migration.

Tackling problems at an early stage and finding solutions by cooperating – the Inzell Initiative, a joint initiative of BMW and the state capital of Munich to discuss traffic-related problems together, sets a good example here. After all, without new concepts motor traffic would significantly impair the quality of life of Munich's residents in light of the increasing pressure caused by growth.

## Lead Project

# Inzell Initiative

An interview with traffic manager Martin Keil, BMW Group

According to many experts Munich is facing immense challenges when it comes to the traffic issue. A lack of space, increasing population, and the prospering economy – this does not match the desire for freely flowing traffic. The Inzell initiative that was launched by BMW and the state capital of Munich in 1995 understands itself as interdisciplinary think tank.

### Mr Keil, which goals does a global player pursue with such intensive local commitment?

**KEIL:** The view into our mobile future constantly requires consistent analysis and evaluation of trends with regard to mobility and traffic development. The BMW Group has already researched the areas of traffic use, traffic manage-

/ 01

ment as well as road safety since the 1980s, to improve and effectively secure individual and infrastructural mobility. Today, more than ever, we regard networking the vehicle with its environment as central necessity for efficient traffic and mobility in urban areas. The Inzell initiative offers BMW Group an outstanding platform to implement the required exchange in discussions with administration representatives, politicians, traffic researchers and city developers contributing to the development of modern city traffic concepts with its know-how and resources.

### According to its website the Inzell Forum particularly focuses on discussions and plenum workshops. Has this already turned into something concrete for Munich?

**KEIL:** Inzell has always been a highly implementation-oriented initiative and can show a number of very concrete successes, such as the deregulation of parking sign-posting by introducing the blue zone in the city centre or the conceptual design and introduction of the parking space management system. Beyond that it provided valuable support when launching research projects like 'MOBINET', 'Arrive' or at the very moment with the project 'Model quarters for sustainable mobility'. A good example is the car sharing issue. It was the constant exchange within the partner organisations that allowed the rapid mutual understanding of requirements on part of all stakeholders in the first place.

/ 01 **10th Plenum event June 2013**  
Christian Ude's farewell as a sponsor and founding father

/ 02 **Key issues**  
The partners of the Inzell initiative are interconnecting various modes of transport



**The limited space issue is a problem in the densely populated city of Munich. Experts are thus demanding a clear containment of motor traffic. Which solutions does BMW see for this conflict?**

**KEIL:** In the Inzell initiative we advocate the motto "Cooperation instead of restriction". In our opinion, the objective must be ensuring mobility for all citizens without restrictively reacting to individual mobility needs. We are convinced that a sustainable urban traffic system can only be based on a cooperation of motor vehicles, public transport, as well as bicycle and pedestrian traffic. Together with our partners from other traffic sectors we are already working on an improved networking of existing offers. The great success of car sharing offers also shows that mobility needs have changed. Especially younger people see it as an improvement of their quality of life to be able to spontaneously select the respectively suitable means of transport matching their individual mobility need. This development also holds great potential for the parking space issue. /ME

Guideline 1

**Safeguarding and promoting employment and economic prosperity**

Department of Labour and Economic Development

- ▶ Ökoprofit – Sustainable management with benefits
- ▶ The Munich “Gewerbehofprogramm” – Creating commercial-industrial parks
- ▶ The Munich Employment and Qualification Programme (MBO)

Guideline 2

**Improving cooperation in the region – strengthening the competitiveness of the economic area**

Department of Urban Planning, Department of Labour and Economic Development

- ▶ Regional spacial management

Guideline 3

**Safeguarding social harmony through social local government policies**

Department of Urban Planning, Department of Social Services

- ▶ Action programme “Living in Munich”
- ▶ Munich integration concept

Guideline 4

**Strengthening neighbourhoods by developing districts**

Department of Urban Planning, Department of Social Services

- ▶ The “Social City” programme

Guideline 5

**Creating future-oriented residential structures through qualified inner-city development – “Compact, Urban, Green”**

Department of Urban Planning

- ▶ Central railway areas between Main Station – Laim – Pasing
- ▶ Munich’s green belt
- ▶ Kreativquartier, Neuhausen – Nymphenburg

Guideline 6

**Preserving Munich’s cityscape – promoting new architecture**

Department of Urban Planning

Guideline 7

**Maintaining and improving mobility for all – city-compatible traffic management**

Department of Urban Planning

- ▶ Traffic development plan
- ▶ Promoting local mobility
- ▶ Gscheid Mobil – Mobility management

Guideline 8

**Securing social cohesion and citizen safety through local security, social, educational and cultural policies**

Department of Public Security and Order

Guideline 9

**Profiting from opportunities offered by new media – promoting basic services, public access, media skills and the media industry**

Manageial Board

- ▶ www.muenchen.de – Munich’s portal
- ▶ Information technology for administrative integration – ZIMAS and geo data pool



**Overview of the 16 Thematic Guidelines**

Guideline 10.1

**Developing ecological standards and safeguarding natural resources**

Department of Urban Planning, Department of Public Health and Environment

- ▶ Soil protection concept
- ▶ Ground-water protection concept
- ▶ Development of the Bauzentrum

Guideline 10.2

**Ecology – climate change and climate protection**

Department of Urban Planning, Department of Public Health and Environment

- ▶ Munich’s climatic green belt
- ▶ Strategy for the determination of flood areas
- ▶ 100% green energy for Munich’s private households (2015)

Guideline 11

**Safeguarding Munich’s leisure and recreational value by offering varied facilities to different target groups**

Department of Urban Planning, Department of Education and Sports, Department of Arts and Culture

- ▶ The future of Olympiapark
- ▶ Fröttmaning’s leisure landscape

Guideline 12

**Strengthening culture – creating scope for innovation and experimentation; dealing with our cultural heritage, cultural memory and international cultural developments**

Department of Arts and Culture

- ▶ The National Socialist Documentation Centre
- ▶ Cooperation between the municipal libraries and Munich’s adult education centre

Guideline 13

**Supporting children and families – making Munich more family-friendly**

Department of Social Services

- ▶ Child and family-friendly living
- ▶ Work and family: Innovative ways to a new organisation of working hours
- ▶ Development of cross-department indicators to identify and evaluate measures on child and family friendliness in Munich

Guideline 14

**Education in Munich – fair and future-proof, metropolis-oriented and cosmopolitan**

Department of Education and Sports

- ▶ Local education management
- ▶ InForM – Information by and for people with migration background
- ▶ Implementing Munich’s promotion formula within the area of day care facilities

Guideline 15

**Health – meeting challenges, creating perspectives, promoting quality of life**

Department of Public Health and Environment

- ▶ Health in the districts of the “Social City”
- ▶ Physicians promoting health prevention at schools focusing on primary schools

Guideline 16

**Munich – city of knowledge**

Department of Labour and Economic Development

- ▶ Improving cooperation between universities and the city
- ▶ Marketing concept for Munich as City of Knowledge



**Guideline “Social Affairs”**

How can population groups be supported that are negatively affected by Munich’s dynamic growth, and how can the cooperation among members of its urban society be strengthened?



**Guideline “Smart City Munich”**

Illustrates how the systematic use of information and communication as well as of resource-protective technologies can help mastering the transition to a post-fossil fuel dependent society in the 21<sup>st</sup> century.

**Should you be after more detailed information:**

The supplement “Guiding principle and Guidelines of Perspective Munich” as well as additional information on the guidelines can be accessed here as well:



[www.muenchen.de/perspektive](http://www.muenchen.de/perspektive)

The thematic guidelines of Perspective Munich comprise specialised target statements. Contents are prepared under the aegis of the technically responsible departments in the context of an integrated, inter-departmental work process. After a complex participation process of the public they are approved by the city council and are then mandatory for further development of specific measures and programmes for their implementation.

The lead projects represent “the laboratories”, they show in exemplary manner, how the goals formulated in the strategic and thematic guidelines can be converted and optimised in practice.

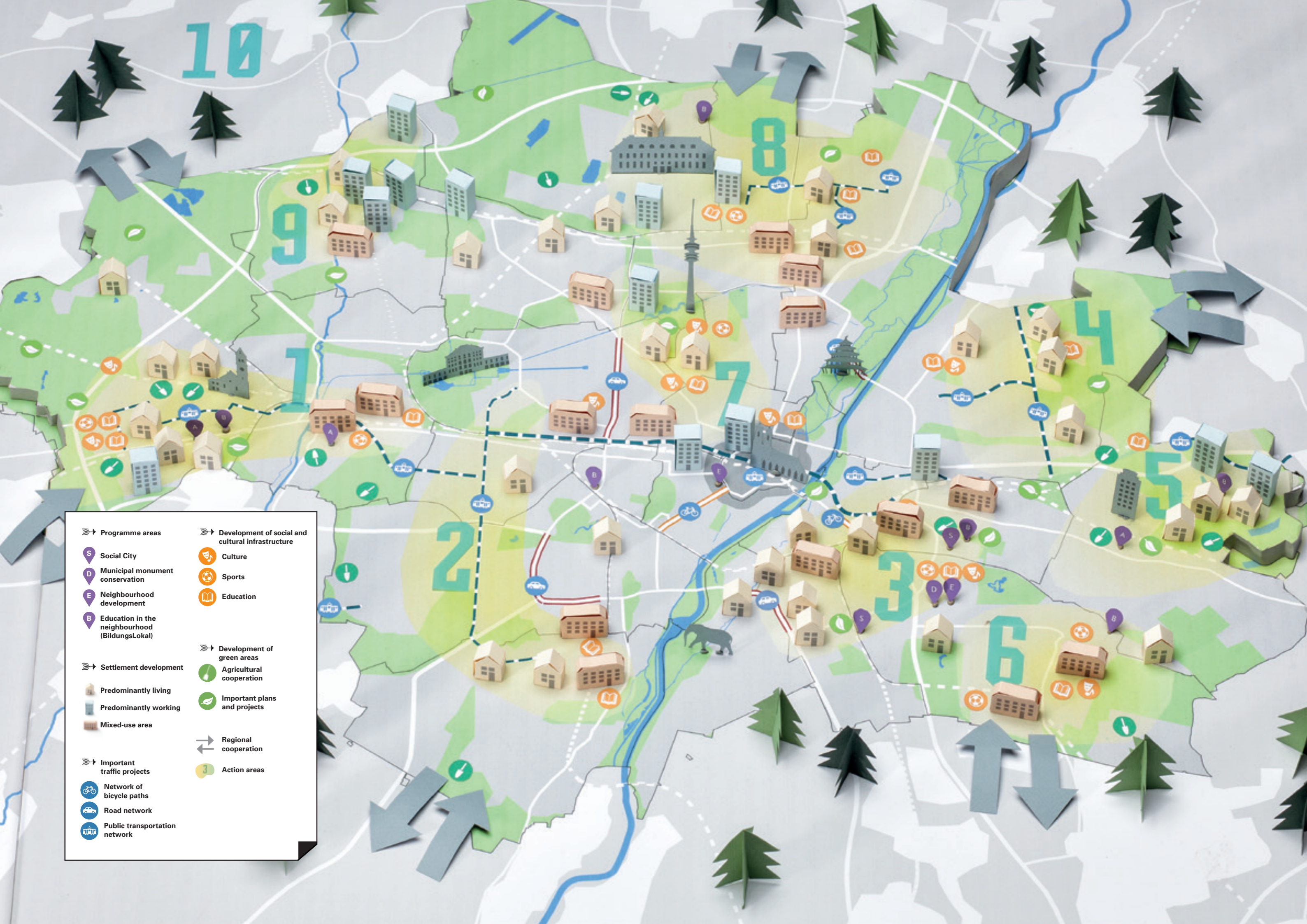
# Hot spots for Action



In some Munich districts, the need for action is particularly great. Small-scale potentials and opportunities, but also challenges and risks are concentrating here. Ten hot spots of urban change were summarised in the action area concept of Perspective Munich, in order to dedicate special attention to these areas. By bundling competences – across all city departments and districts – optimal conditions are created to fully exploit the potentials of the guidelines and to improve the development opportunities on-site.

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| <ul style="list-style-type: none"> <li>➤ Programme areas</li> <li>S Social City</li> <li>D Municipal monument conservation</li> <li>E Neighbourhood development</li> <li>B Education in the neighbourhood (BildungsLokal)</li> <li>➤ Settlement development</li> <li>🏠 Predominantly living</li> <li>🏢 Predominantly working</li> <li>🏡 Mixed-use area</li> <li>➤ Important traffic projects</li> <li>🚲 Network of bicycle paths</li> <li>🚗 Road network</li> <li>🚊 Public transportation network</li> </ul> | <ul style="list-style-type: none"> <li>➤ Development of social and cultural infrastructure</li> <li>🎨 Culture</li> <li>⚽ Sports</li> <li>📖 Education</li> <li>➤ Development of green areas</li> <li>🌿 Agricultural cooperation</li> <li>🌿 Important plans and projects</li> <li>↔ Regional cooperation</li> <li>📍 Action areas</li> </ul> |
|--|---|

## The Action Area concept of Perspective Munich

# Designing with Care

Even in a city like Munich, not all areas have developed at the same breath-taking speed. City areas with certain potentials are therefore in the focus of diverse interest groups.

The city administration is responsible for ensuring that changes in the neighbourhoods are implemented so sensibly that character and identity of the neighbourhood remain intact and the quality of life is increased for all. For the administration this poses very specific challenges in each individual area of the city. While in one place the need to retain affordable housing is important, another place may require the extension of public transportation or is in urgent need of schools and kindergartens. Most often, however, a bit of everything is needed. The concept of the action areas with its integrative approach – beyond subject-specific limits – is an important instrument for implementing the offers as quickly as possible.

City areas where plans and projects are bundled and overlapping are of special importance for urban development and the implementation of guidelines. The action area approach has been developed in the context of updates to Perspective Munich. In the first place, action areas mainly have the function of revealing interdisciplinary focal areas of urban development

and thus to identify special potentials and challenges. However, from area-related bundling alone, an idea of the objectives in any individual urban area can only be gathered indirectly.

In June 2013, the City Council requested the Department for Urban Planning and Building Regulation to further develop the action area approach. When creating action area concepts, the goal pursued is connecting superordinate strategic planning with actual implementation on-site, in order to serve as a basis for locally individual but integrated city and neighbourhood development.

Starting point of the considerations for action areas is an exact analysis of the development dynamics for a specific area, with its most important challenges, risks, potentials and opportunities. Measures, projects, and ideas which are either planned, being implemented at moment or already exist, are here regarded as a whole. Differences and inter-relations within the area are also to be shown and put in connection with each other. Estimating reciprocal effects of neighbouring activities as well as possible radiating effects on the environment is a further concern. From this analysis the objectives and target measures for a time frame of five to ten years are to be defined. In this way, custom-made area-specific action- and decision-oriented concepts are being created with concrete implementation steps, a schedule and a clear definition of competences.

The goals formulated in Perspective Munich for the entire city are put in concrete terms in the action areas and are provided with appropriate implementation strategies. Individual activities of the specialized departments are getting a framework that helps the departments concerned to develop a common understanding of the plans for each specific area. The instruments of the different specialized departments and plans must here be interconnected in order to achieve bundling effects between specialized programs and large investments, and to utilize synergy effects. Targeted use of investments, the acquisition of subsidies as well as the continuation and permanent adoption of support programmes that are running or expiring are further positive effects.

The interdisciplinary and integrated approach is the main feature of the new instrument of the action areas. This approach contributes to a co-operative administration and planning culture and facilitates the reconciliation of diverse interests as well as the conversion of the urban guidelines in the different parts of the city. In practice, experiences from other municipalities are to come in as well. To mention, for example, the Berlin approach of "Aktionsräume Plus, Transformationsräume", or Hamburg's "Rahmenprogramm Integrierte Stadtteilentwicklung – RISE", but especially the example of Vienna, where the so-called "Target Areas" were introduced in urban development.



# 1

## Freiham – Neuauubing – Pasing – Westkreuz

### Lively neighbourhoods on the old and new outskirts of town

On the western outskirts of Munich, a new neighbourhood is being created with Freiham which offers housing and a sustainable infrastructure for people of different lifestyles and situations. Expansion of the public transportation system as well as the planned extension of the U5 to Pasing and the tram to Freiham improve accessibility and open up opportunities for new housing, working, shopping and social infrastructure in neighbouring areas. In new construction as well as in existing buildings the focus will lie on energy efficiency. Other points of interest will be landscape protection as well as maintaining and improving the recreational aspects at the outskirts of town in coordination with the neighbouring municipalities.

# 2

## Romanplatz – Laim – Ratzingerplatz

### Centres and public areas along the western tram tangent

With the planned expansion of the public transportation system, connectivity for neighbouring municipalities on both sides of the western tram tangent will be improved; there will be opportunities for more attractive streets and plazas as well as for high-quality densification of existing housing. Re-purposing commercial space (e.g. the industrial park Obersendling) allows in addition for the development of new mixed and urban residential districts. By densifying urban construction and with the associated increase in population new impulses are given for the development and qualitative improvement of the social infrastructure – specifically with regard to education.

# 3

## Around the Ostbahnhof – Ramersdorf – Giesing

### Urban housing near the city centre

In the context of the extensive re-organisation of commercial into housing areas and the subsequent densification there are large potentials for improving urban construction quality around the Ostbahnhof and in parts of Ramersdorf and Giesing.

Next to energy-efficient urban renewal in existing housing and new construction this also includes the development of green areas and the renewal of existing parks. Green areas contribute to a considerable extent to better inter-connection of existing and new settlement structures. A further goal is the maintenance and the promotion of diversity and social stability in the neighbourhoods through need-based development of the social infrastructure (e.g. day care centres and schools) and measures for integration and education (e.g. the project "Integration macht Schule im Quartier" or opening a "BildungsLokal"). In addition, the quality of living on busy streets is to be improved, in particular by noise protection measures.



# 4

## Munich's northeast

### S8 tunnel, underground extension, housing construction and landscape protection

In view of its large settlement area potential, Munich northeast becomes mid- to long-term quite important as a new housing location. Therefore, the activation of house-building reserves under simultaneous landscape protection and maintenance of important local recreation opportunities are a central concern. Prerequisite for any adequate settlement development is upgrading the social and traffic infrastructure. Inter-connecting the neighbourhoods requires improving the road network and public transportation (e.g. building the S8 tunnel, extension of the U4, and/or the tram).

# 5

## Messestadt – Riem – Trudering

### Merging old and new urban structures

In the last few years, the eastern outskirts underwent substantial changes in urban construction and population structure when the Messestadt was constructed. Here social interaction of the population groups should be strengthened and the new settlement structures be better connected with neighbouring municipalities. In the older parts, the development of the social infrastructure and the revaluation of the centres are to improve the identification with the neighbourhoods. By further re-aligning the Riemer Park, a new green centre for the Messestadt and Trudering can be created.

# 7



## Between Kunstareal and Olympiapark

### Art, science, culture, creativity, living, sports and recreation in the urban context

The planned restructuring of the Olympic park environment and the Dachauer Straße offers an unusual opportunity to newly arrange and utilize large areas in the city. This includes the development of a new city neighbourhood in which living and creative working are interconnected (creative quarter). A further goal is the protection and improvement of the existing cross-neighbourhood free space and green area system around the Olympic park. In addition, there is the further development of the sports, leisure and cultural offers which are important for the entire city.



# 9



## Allach-Untermenzing

### High quality development on the outskirts of town

This action area is defined by close interlinking of the topics of housing and commercial areas with landscape and nature protection. By restructuring commercial into housing area, large settlement area potentials are opening up. The accompanying population growth and the change in population structure lead to new requirements to the urban space. Challenges include the adjustment of social, technical and traffic infrastructures under consideration and maintenance of the nature-related qualities of the area, its importance with regard to the urban climate and its function as an important recreation area. A relevant concern is furthermore the careful social and architectural merging of new and existing buildings. A vital impulse for Allach will come from the planned new district centre at the Oertelplatz.

# 6

## Neuperlach

### Integrated living, new centre, and innovative educational provisions

With the reorganisation of the centrally located Hanns Seidel square in Neuperlach, a lively, mixed-functional neighbourhood centre can develop which will noticeably improve this public area and which strengthens the identification with the district. Connected with this are opportunities for the creation of affordable housing and the promotion of socially mixed structures. Of great importance is the inter-linking of the topics of education, integration and neighbourhood development. Offers like the "Local Education Management with Local Education Consulting" (BildungsLokal) make an important contribution in this respect. This way, better education equality can be provided and the cooperation of local education participants promoted. The large housing estate provides furthermore great potentials for energy-saving refurbishment.

# 8

## Between Milbertshofen and Freimann

### Living, working, education and sports in Munich's north

By re-purposing former barracks and commercial areas (e.g. Bayernkaserne, Funkkaserne) new city districts are emerging in Munich's north. With the extension of the Research and Innovation Centre (FIZ) by BMW, the technology location Munich is further strengthened. This requires future-oriented traffic ways and an extended social infrastructure beyond district limits. Apart from specific educational offers like the BildungsLokal Hasenberg, this includes other new education facilities giving encouragement for qualification. Sports is of great importance for integration. Further topics are securing the existing and developing new commercial areas, as well as designing the landscape (e.g. heath areas) in cooperation with the neighbouring municipalities.

# 10

## Outskirts and Munich's green belt

### Climate protection and recreation at the city limits

The green belt of the outskirts of Munich fulfils an important balancing function for the city climate and serves the citizens of Munich as an important recreation area. These functions are to be maintained and strengthened. Added to that comes securing the agricultural usefulness and linking of the green areas (greenways) in cooperation with the neighbouring municipalities. A further challenge exists in improving the styling of the city districts on the outskirts, particularly in the revaluation of urban construction quality and public areas.

# One out of Ten!



Action areas are not only areas with special problem situations, but also parts of the city with outstanding development potentials and opportunities that are to be exploited in the interest of the entire municipality. The area around Ostbahnhof – Giesing – Ramersdorf is characterised both by its high development dynamism and by its higher need for action, requiring special care and an integrated approach by different participants.

Monitoring by the Department of Social Services reveals that large parts of the action area are identified as areas with very high or high "social challenges". The education monitoring of the Department for Education and Sports as well shows up difficult frame conditions for larger parts of the action area. These findings are substantiated by a district study carried out by the Department for Urban Planning and Building Regulation where, i. a., for larger parts of the action area an above average noise pollution from traffic as well as below average provision of green and open spaces were determined.

Apart from the large intersections between the findings of the departments, the area is also characterized by a balanced mix of plans and projects with different time frames – particularly in

the main topical areas of living, traffic, education and social issues. Examples to mention are the newly constructed Werksviertel at the Ostbahnhof, the re-organisation of the town centre of Ramersdorf as well as the revaluation of the district centre Giesing and the redevelopment and new construction measures of the urban housing companies in Ramersdorf. In addition, there are new locations for schools, and projects to re-arrange the current traffic flows. For carrying out the model project, the existing network architecture and the integrated approaches developed within the context of the program "Social City" are of advantage. Since the subsidies for this project will run out in 2015, the action area approach provides new possibilities for a permanent adoption of the integrated action.

In conclusion, it can be said that development in coming years will show a special dynamics in the selected area by way of larger restructuring (commercial to living space) and densification (living and commercial space) activities, accompanied by substantial potentials for improving the quality of urban development. Next to energy-efficient urban redevelopment in existent buildings and new construction,

this includes the extension of the greenway system and the renewal of existing parks, which will contribute to better interlinking of existing and new settlement structures. A further goal is the maintenance and promotion of social stability in the districts through the need-based development of the social infrastructure (e.g., day care centres and schools) as well as measures for integration and education. There are furthermore potentials for improving the living quality on busy streets such as Mittlerer Ring, particularly through urban development measures with regard to noise protection. The development of interdisciplinary goals and a common planning understanding for this area as well as the accompanying integrated view and approach are therefore of great importance for successful development.

<p>➔ Programme areas</p> <p><b>S</b> Social City Ramersdorf/Berg am Laim: www.soziale-stadt-rabal.de Giesing www.stadteilladen-giesing.de</p> <p><b>D</b> Municipal monument conservation</p> <p><b>E</b> Neighbourhood development</p> <p><b>B</b> Education in the neighbourhood (BildungsLokal)</p> <p>➔ Settlement development</p> <p><b>P</b> Predominantly living</p> <p><b>W</b> Predominantly working</p> <p><b>M</b> Mixed-use area</p>	<p>➔ Development of social and cultural infrastructure</p> <p><b>C</b> Culture</p> <p><b>S</b> Sports</p> <p><b>E</b> Education</p> <p>➔ Important traffic projects</p> <p><b>N</b> Network of cycle tracks</p> <p><b>R</b> Road network</p> <p><b>P</b> Public transportation network</p> <p>➔ Development of green areas</p> <p><b>I</b> Important plans and projects</p>
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## Around Ostbahnhof – Ramersdorf – Giesing

The zoom on action area 3 shows numerous plans and projects with different timeframes, especially in the main topical areas of living, traffic, education and social issues. The action area concept requires an integrated approach from all participants.

- 1 District Centre Giesing / Tegernseer Platz**

Stabilising and strengthening established commercial enterprises

Revaluating the appearance of public space

Re-organising the traffic flow on Tegernseer Landstrasse (feasibility study)

New construction projects (e. g., former Hertie premises)

Promotion of local mobility in the Giesing district (path network Giesing)

➔ Local report p. 69
- 2 Werksviertel**

re-structuring 38 hectares of former production facilities

New neighbourhood for living, shopping, culture and recreation

1,400 apartments, 12,000 workplaces, 3 hectares of green area

New construction of primary school (feasibility study)

➔ Local report on p. 66
- 3 Ramersdorf Mitte**

Densification and redevelopment of existing residential settlements of the Gewofag

New noise protection walls with 50 housing units on Innsbrucker Ring

Four new houses with 44 apartments in passive house standard, Piusplatz

Optimizing 31 apartments of an existing high-rise, model programme "Living in All Phases of Life"

Pilot project with 110 apartments for trainees and 24 apartments in the public building programme

Revaluation and improvement of green areas, support programme "Wohngrün.de"

For the development of the Piusplatz district, the Gewofac obtained the 2010 award "Soziale Stadt", and in 2012 the "Nationaler Preis für integrierte Stadtentwicklung und Baukultur" (national award for integrated urban development and building culture).

➔ Local report on p. 64
- 4 Neumarkter Strasse**

Securing and developing the existing commercial area, 23 hectares

Creation of greenways and connected paths

➔ Local report on p. 67

## A place to go for children and young people in Ramersdorf

Integration and education presents a big challenge in Ramersdorf, all the more since due to the planned construction measures the number of children in Munich's largest district will increase in the long run. All the more important are institutions like the "Ramersdorfer (B)Engel" run by Caroline Palminha and Claudia Di Lecce. In the context of a parents' initiative, the two mothers created a non-profit entrepreneurial company on 65 m<sup>2</sup> of space.

Yasin and Berkay play tag and creep under the table and between Palminha's legs. 19 children from the primary school in Führichstraße come here on weekdays at around 11:30am, eat together, do their homework, play, tinker and enjoy the fresh air outside. "The majority of the children are here because parents know that they cannot help them", says Palminha. Many grow up under difficult conditions at home: They are medially over-supplied and socially under-supplied. They have no fixed mealtimes; their parents don't speak German very well and cannot handle all the bureaucracy.

Caroline Palminha, a mother of two, was on maternity leave with her second child in 2003, when she was enlisted by a social worker as a supervisor for the afternoon hours: "Since you got nothing much to do at the moment." And suddenly she had a whole bunch of new children. Her elder daughter was already living on her own, and working as a market woman at the Auer Dult had become too arduous already. Years of experience were beginning to leave their mark on the face of the 48-year old woman with her small nose piercing. At age 40 she had begun studying social work, completed yet another training as mediator. Today she works half-day on her second job at the social office for immigrants in Dachau. In between there is room for all kinds of non-profit consulting.

Palminha has lived in Ramersdorf since 1996. "I like it a lot here. It is green, it has a village character and people watch out for each other." The job she is doing here goes way beyond caring for children. As the children trust her, their parents come as well. There is a bit of self-interest involved when she and her colleague do their best to inform the mothers about the advantages of integration courses, or when they help them applying for social security benefits.

"Otherwise childcare benefits may perhaps not reach us", she says. In the past ten years approximately 130 children visited the institution. "Many come again and again", Palminha continues. "One boy returned when he was in seventh grade and wanted to do an internship with us." His next visit has no good cause. The boy had messed up and wanted to do his social service hours in our institution.

At 5pm the last child is fetched by his father. Palminha collects a few toys in the yard and shuts the place up. When the children arrive on the next day at around 11:30, everything will be in place again. /LR



### Facts on Ramerdorf-Perlach

**Inhabitants: 108,244**  
**People under age 15: 13.6%**  
**People with foreign roots: 30.4%**  
**Households with 3 and more people: 25%**  
**Day care centres for children: 104**  
**People above age 65 and older: 17.5%**  
 (Last updated: 31 Dec. 2013)



/ 01



/ 02



/ 01



/ 02

# With Lots of Love

- / 01 **New happiness**  
Lillyan and Klaus Gleich on a bench at Piusplatz
- / 02 **New houses**  
Family-friendly new buildings in passive-house standard

## People watch out for each other here

- / 01 **B(Engel)-Ranzen**  
The afternoon childcare service for 16 children opens at 11:30am
- / 02 **More than childcare**  
Caroline Palminha, Head of the institution, also assists parents



### How a couple found a new home at Piusplatz

When people live together, they sometimes must master genuine challenges. This was the case with Klaus and Lillyan Gleich who can tell a love story overcoming obstacles. In their case the urban housing company gewofag helped to ensure a happy ending to the story.

Klaus Gleich has lived for 50 years in this neighbourhood. The 67-year old is small, tanned from working in his garden, and has a puckish smile on his face. The way Lillyan looks at him now must have been how she looked at him when they fell in love five years ago. They sit in the living room of their ground-floor apartment on their white sofa. They had met while walking their dogs in the housing area. Next to sharing their year of birth, they also share a passion for dogs.

Soon a friendship developed from the coincidental meetings in the courtyard, Klaus Gleich tells us. But for what came then, he cannot find the right words. "I became ill", she finally says.

At the time, Lillyan Gleich lived on the third floor, hard to manage for a cancer patient. At the tenant centre around the corner the couple put their names down for a ground-floor apartment. The waiting list is long. There are many elderly here who have always lived in this area. "They don't want to leave from here", says Lillyan Gleich, adding: "It is good, though, that younger people now come as well." gewofag has helped quite a bit in bringing about some change: Owing to the redevelopment, the new passive houses and the user-friendly green spaces, this neighbourhood is now equally

attractive – and affordable – for young and old. For this, gewofag was given the Integration Award 2014 by the government of Upper Bavaria.

When shortly after their visit the tenant centre could offer the Gleichs a ground-floor apartment, they were not very happy with the condition it was in. "First I said I won't move in there. The apartment was pretty run-down". But gewofag renovated the place thoroughly.

Last year the couple got married – at 66 years of age. And Lillyan Gleich's health is doing fine at present. /LR



# WerkBox<sup>3</sup>

## OFFENE WERKSTÄTTEN



### Facts on the Werksviertel

Planned commencement of construction: 2016  
 Net development area: 293,000 m<sup>2</sup>  
 Estimated number of inhabitants after completion of construction: 3,100

The “Kultfabrik” site is now just as busy during the day as it is at night

Stephanie Schmitz has paint on her fingers. The 28-year old woman stands at the screen printing machine and dips a spatula into the viscous mess. For two years now, the WerkBox3 on the cult factory premises near Ostbahnhof has been the second home of the petite graphic artist. Storage halls, industrial buildings and fallow lands spread out with morbid charm over altogether 38 hectares. Once lauded as “Europe’s largest party area”, the “Kultfabrik” now attracts completely new target groups. Next to the temptations for night owls there are more and more options offered for sports, creative people and families. Once the new housing development Werksviertel with approximately 1400 new apartments, offices, hotels and parks is finished, the former premises of Pfanni will be a modern neighbourhood for living and working in the middle of the city. Until this point is reached, creative people like Stephanie Schmitz act

as intermediate renters – always hoping they can stay for good.

“It all began with the fact that my father wanted to have a grouping of workshops – a proper craftsman centre like it in former times”, says Schmitz. Her father Detlef would say now that this is all about social networking. About helping each other and exchanging expertise. “We want to give people free space here”, says Schmitz and guides us through the 400 square meters large hall. Work benches stand between machines for metal and wood working. Along the wall boxes in three different sizes are staked – they give the project its name. Stephanie Schmitz, chair of the association, explains: “People can rent space in the open workshop, starting from 80 Euros per month. Everyone gets a box.” The size can be chosen freely. In the box one can stow away all that which one would not like to exchange with others: tools, plans or the object one works on.”

“We provide the space, the machines and part of the materials we organise from somewhere”, says Schmitz.

- / 01 **Standing in the door**  
Stephanie Schmitz,  
chair of the WerkBox association
- / 02 **Open for all**  
who want to work under their own responsibility



/ 01



/ 02

I grew up so freely,  
I want to live  
this way as well



Her mother takes care of finances; her father builds load wheels a kind non-profit family business, so to say. “We are barely breaking even”, says their daughter, who meanwhile spends three to four days per week here. She earns her money during the remainder of the week as a graphic artist.

In WerkBox3 there is a lot of improvisation. The storage hall has no sanitary facilities and no proper heating. So water tanks were set up for the small common kitchen. And in the winter, wood chips from the neighbouring carpenter’s workshop provide for a little warmth from the large wood furnaces. WerkBox3 tenants Manuel and Markus are currently working on a plasma TV set. “Don’t touch! That could give you a bad electric shock”, cries out Manuel. They met in WerkBox3 and manage the RepairCafé, where every first Thursday in the month efforts are made to save broken equipment from the recycling yard. Just now an elderly couple brings a broken toaster. Working as a Team, Manuel and Markus take it apart. In the lovable disorder there are cosy niches everywhere outside on the terrace or on a bench next to the entrance, where just now two Repair-Café visitors got themselves established.

A few steps further, a small urban garden has been established on a raised

bed. All who sow here may also harvest. “Everyone who feels like it can come,” says Schmitz. “But the more people come, the more structure it needs.” She barely gets through organising the association. But this is not so important here. “I grew up so freely and independently, I want to live this way as well”, she says. “And we do wish that other people ask themselves the questions: What should my world look like? How do I want to live and work?” She approves of the future plans for the cult factory site. Until 2018 they may remain on the premises. Schmitz doesn’t know whether WerkBox3 is an intermediate project or a permanent professional enterprise, but she hopes to get a place for her project in the new district as well. If it doesn’t work out, the journey continues. They do learn to improvise, after all. /LR



# We call it Living Space

About art and everyday life in a business park

Streitfeldstraße 33 – a front and a back building stand soberly in the middle of the business park. The building front is composed of concrete and grey-brownish timber panel elements. Here a piece of lining is missing; there cables hang from the ceiling. True, a number of media companies have established themselves in the area in the last couple of years, but first cultural beginnings start only now. „In Berg am Laim a lot is going on at present, and that is important because this neighbourhood was cut off for a long time,” says Susanne Flynn. For two years now, the architect has lived and worked in the former clothes factory, together with 50 other creative people. Here she may be awakened at six in the morning by trucks thundering by, but on the other hand, she finds the space and people who are important for her creative work. Separating habitation and working space was never easy for her. “We just call it: life space”, describes Flynn the combination of both.

For the city administration this new way of living is also a challenge. Since

in a living area no commercial activities may take place, and a commercial area may not be used for living, the cooperative “KunstWohnWerke” has agreed on a compromise with the administration. “We now live in a kind of company apartment”, says Flynn. In 2008 she created together with 110 architects, artists and musicians the cooperative KunstWohnWerke. In Streitfeldstrasse 33 there are altogether seven apartments and two guest rooms. Flynn, in her mid-fifties, has always moved in creative surroundings. Financially she just manages “to make ends meet”.

In the courtyard lilac is in full bloom, the sun shines. On the former loading ramp of the clothes factory stand two chairs in the sun. Everything looks

functional rather than beautiful. But on the other hand, there is no competition for space in Streitfeldstraße. Unlike in the Glockenbachviertel, stimulating business in Berg am Laim does not generate competition to anyone. On the contrary, it relieves some pressure from the city centre.

The back building stood empty for nearly 20 years. There, artist Michael Lukas has his studio. He commutes every day from Solln. “Streitfeldstraße slowly becomes better known as a place of production” he says. He works as a painter, creates installations, art in architecture, and curates. In the cooperative Lukas is part of the residents who assigns rooms becoming vacant. “We attach importance to an academic background”, he describes the selection criteria. “This means creative people earning money with their work.” Apart from that, two sponsored studios receive money from the city administration to give younger artists the possibility of working here. Flynn wishes for more such places. Other large cities offer that already long since. The cotton spinning mill in Leipzig is a prime example. The roof terrace of Streitfeldstraße 33 offers a view over the entire east of Munich. “We want to show that one can make something even out of post-war buildings”, says Flynn. Above Berg am Laim the sky is also white and blue. /LR



/ 01 **Schau ma moi**  
Gabi Benkert at the counter

/ 02 **How things will turn out**  
The entrance to the café from the “TeLa”

**Facts on Obergiesing / Fasangarten**

**Inhabitants: 51,599**  
**Area: 571 ha, people per ha: 90**  
**People with foreign roots: 29.2%**  
**People under 15: 11.4%**  
**Households with 3 and more persons: 18.6%**  
**Cultural offer: 3 lending libraries, 1 movie house**

It is also a matter of culture in the neighbourhood



/ 02

From Obergiesinger “Boazn” to cabaret café

The café “Schau ma moi” is half-hidden behind a curtain of ivy. From the outside, it looks rather private. That stops people somehow”, says hostess, Gabi Benkert. The small guest room on the “TeLa”, the Tegernseer Landstrasse, is about the size of a living room, if you include the small beer garden.

At the bar two regulars, both seniors, converse. They talk about psychological problems. “Giesing has a subversive charm. One needs to get acquainted with that”, says Benkert. The young and kind of wild-looking woman is an old Giesing hand. Only few grey hairs betray her 53 years of age. She grew up in this neighbourhood and has her roots in it. Once she had intended to study psychology, but then the restaurant business came in between. In the back of the the Schau ma moi yard resides the independent record label Trikont. Its boss, Achim Bergmann, is the owner of the building complex. 17 years ago he was looking for a new

tenant for the “Stüberl”. One of the Trikont artists hinted so much to Gabi Benkert. The business was in Giesing and it was small enough for her to run it alone.

Giesing is getting younger. And just like the neighbourhood, the Schau ma moi has also changed quite a bit. Previously the tavern was a waiting area for the tramway, then a shish kebab booth, “that is to say, a real ‘Boazn’ (traditional tavern)”, says Benkert. The only thing remaining from that time are a few regular customers. Today the walls are not greasy anymore, and occasionally Benkert organises small concerts or readings. The other day a French brass band asked whether it might perhaps play. The musicians took place in the beer garden, got something to eat and drink, and then started with their concert. Was there still place for an audience? “They stand outside on the sidewalk of the TeLa, when it is too crowded. And the occasional passer-by gets hooked as well”, says Benkert. She is a go-getter and has a good nose for the

right atmosphere. When the retailers of Tegernseer Landstrasse formed the association “TeLa aktiv” she was a founding member. “It is not only a matter of buying something, but also of culture in the neighbourhood. That must be made clear to retailers,” she says. Benkert would like that soon only cyclists would be allowed on the TeLa. That things would be a little more green. And that other people as well were so lucky with their landlords as she has been. “House owners must learn to think more long-term and rent out to someone who is willing to run the shop for twenty years. But money makes the world go round. Giesing is no different in that respect.” So the hostess keeps her pious wish pending. She walks past the brother and sister Schöll, Therese Giehse, Oskar Maria Graf and Karl Valentin. Their portraits hang in the left corner. /LR



/ 01 **Living and working**  
Michael Lukas and Susanne Flynn in their studio

/ 02 **Streitfeld**  
The cooperative Kunst/Wohn/Werke uses a former clothes factory



/ 02



**Facts on Berg am Laim**

**Inhabitants: 43,068**  
**Area: 633 ha, people per ha: 68**  
**People 65 years and older: 17.5%**  
**Cultural offers: 2 museums, 1 theatre**  
(Last updated: 31 Dec 2013)

## Dear citizens of Munich,

Munich, June 2015

### What will the city look like in a hundred years' time?

Is it currently possible to develop viable visions of the future in the first place – in a time where economic and social structures are comprehensively influenced by the digital revolution? Or are “all lessons learned” and has the “smart city” become inevitable already?

While great visions used to be developed by writers and intellectuals with extensive lead times, such as by Jules Verne with his futuristic novel of 1863 “Paris au XXe siècle” (Paris in the Twentieth Century), which looking back should prove to be true to an amazing extent, we today often have the feeling that tomorrow’s future is already yesterday’s news. The half-lives of the digital age put our current approaches to the test.

### Why is it nevertheless worth thinking about future prospects for urban development?

Firstly, the city has and materializes in real space that we, after all, still use on a daily basis.

Secondly, the city concept creates visual identities that allow access from an emotional perspective.

Thirdly, the city allows social integration through real human encounters.

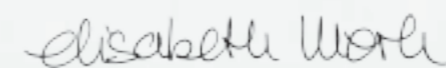
We will only have become smart once we have taken the right decisions for the future – and these are worth being put up for discussion! This is why I would like to use this opportunity to express my gratitude to everyone who has been involved in the process of creating Perspective Munich. At the same time, we need urban coproduction of city and space, making it possible to keep our options open for further development.

Sustainability is implemented in the city districts. How do Munich's citizens intend to live and work and how do they want to organise their housing? Those questions will continue to be the key issues for generations.

Green roofs, where radish grows, a Leopoldstrasse that allows you, just like in an Autodrome, to showcase how nice it can be to celebrate the joy of driving with the stylish cars of a past era, and super-fast autonomous transport services that optimally combine the best public transport features with individual interests, have become an integral part of the cityscape.

Above all, however, public space is once again moved into focus. Where virtual worlds help us to better organise our daily life, spaces will be created, allowing fresh interaction and generating a new desire to meet other people in the city. The transformation is already in full swing, everyone wants to participate in their city and nobody is willing to surrender it to pure consumption and commercialism. Munich has great potentials that are worth developing a design for; it all depends on the individual user's perspective. In this sense, Perspective Munich is a joint “design thinking” endeavour.

Best regards



**Prof. Dr (I) Elisabeth Merk**  
Head of Department of Urban Planning



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