



# OCCASIONAL PAPER 5

## **ISSUES FOR CITY GOVERNMENT IN THE NEW MILLENNIUM ON THE OCCASION OF FORTY YEARS OF PARTNERSHIP WITH STUTTGART, GERMANY**

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**How do we  
reconnect personal  
freedom, social  
responsibility,  
and solidarity in  
developing St.  
Louis for the  
future?**

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### **INTRODUCTION**

To celebrate 40 years of sister cities cooperation between St. Louis and Stuttgart, Germany, the Department of Sociology and the Public Policy Research Center of the University of Missouri-St. Louis invited the Mayor of Stuttgart, Germany to address an audience of civic and academic leaders on the subject of the future of cities.

Dr. Wolfgang Schuster, highly qualified to speak on this subject, is a graduate of Ecole Nationale d'Administration in Paris having completed his law studies at Tubingen, Geneva, Freiburg. He served a term as Representative in the Baden Wuerttemberg State Parliament before joining Dr. Manfred Rommel, then Mayor of Stuttgart, as chief of staff of the administration of City of Stuttgart in 1980. After six years, he left to become Mayor of Schwabisch Gmund. During his tenure there, Dr. Schuster was instrumental in rebuilding its inner city and starting a variety of cultural and economic revitalization projects.

Returning to Stuttgart as Mayor for Cultural Relations in 1993, Dr. Schuster ran for Lord Mayor in 1996-97 after the retirement of Dr. Manfred Rommel. Dr. Mayor Wolfgang Schuster has visited St. Louis at numerous occasions since the administrations of Majors James Conway and Vince Schoemehl.

Now is the time for St. Louis leaders to take advantage of our close relationship with our Sister City of Stuttgart. In his January 28, 2000 address at UM-St. Louis, Dr. Mayor Schuster provides a recipe for transposing what we may call our 'local problems' into challenging opportunities. While acknowledging the important contributions of communication and information technologies to Western countries, Dr. Mayor Schuster reminds city officials that attention to the Human Dimension of our societies requires the conceptualization of a human perspective of the development of cities.

As native St. Louisians know from experience, the history of our city reveals how it has been divided along economic, social, ethnic, and political parameters. Somewhere in our experiences, we also understand that 'a house divided against itself cannot stand.' So the question becomes, 'how do we reconnect personal freedom, social responsibility, and solidarity' in developing St. Louis for the future?'

Five thousand miles away in Stuttgart, Germany, Dr. Mayor Schuster uses a recipe for finding development strategies for the future of Stuttgart. Some of the development

ingredients in his recipe are similar to strategic efforts of past Mayors of St. Louis, and some may be useful strategies to forward looking civic leaders and mayors in St. Louis and elsewhere. Dr. Mayor Schuster's recipe for preparing cities for the new millennium has six basic ingredients for success:

### 1. Promoting the Economy

A little over ten years ago, the change from an industrial to an information based economy with open borders and a world of competition brought Stuttgart an economic crisis during which it lost 70,000 jobs in three years. Based on the experience of economic crisis in Stuttgart, Dr. Schuster proposed that the challenge was to make the best out of a bad situation by improving on what a city already has.

Stuttgart used what it had: improved its global positioning and became an 'international' city. What can St. Louis leaders learn from the Stuttgart experience? How can St. Louis improve its competitiveness? To what extent is St. Louis an international city? How warmly are immigrant groups received in our communities? Are our leaders invested in the idea that a well-educated citizenry is an upwardly mobile and more productive citizenry? Promoting economic development in innovative ways turned Stuttgart's condition of crisis to one of economic solvency and success under Dr. Schuster's leadership.

### 2. Improving Community Cohesion

Stuttgart overcomes the anonymity of city living by creating "a living neighborhood through intensive social contacts and good living together." Dr. Schuster proposes that to overcome social and demographic problems in the inner or center city there must be an "integration of social classes." During his visit, Dr. Schuster pointed out that people are more committed to development tasks when they perceive those tasks as "connected to their own personal environment, their own neighborhood, their own school, church, or civic group."

Local civic leaders might ask the question, "How is St. Louis overcoming its divisive tradition of separating its peoples by an invisible line segregating North St. Louis from other enclaves of the city?" What innovative strategies have past and present St. Louis leaders implemented to promote ethnic and social class integration in our region?

### 3. Supporting Non-Profit Organizations

The Stuttgart experience supports non-profit organizations by supporting social life in city neighborhoods. Thus, Dr. Schuster proposes that the challenge to St. Louis will be to first support social life in our city neighborhoods by advancing the idea of the 'city as community.' St. Louis' tradition of volunteerism is a well-established one, however, Dr. Schuster proposes that other cultural projects are important strategies for creating an international city while overcoming big-city anonymity through community. Dr. Schuster's insights provide strategies that could be useful in reversing St. Louis' trend of population decline.

### 4. Fostering Security

Based on the experience with security in Stuttgart, Dr. Mayor Schuster asserts that city leaders must "assure the security for everybody." He told the UM-St. Louis audience of civic leaders that "Community means living in a safe environment." Dr. Schuster proposes that every city district has its own security advisory board which functions to prevent conditions leading to crime and to inform citizens as in the Stuttgart case.

While Stuttgart's strategy for improving its City's security may mirror what our law enforcement agencies refer to as "community policing," the strategy is much more inclusive of input from community residents. Where are the 'security advisory boards' for local St. Louis communities like Baden, Walnut Park, Jennings, and other declining areas of St. Louis?

### 5. Protecting the Environment

To protect its 'green city,' Stuttgart invests a lot of money in its public transportation system and has been awarded the "best public transport system worldwide." Dr. Schuster shares Stuttgart's environmental experience and challenges St. Louis leaders to consider that by "facilitat[ing] the change of transportation either from car to bus or to train...," the children and citizens of St. Louis may "become sensitive to the beauty of nature, its fragility," and their responsibility to preserve their natural environment.

With its Sister City as a model, where do we rank St. Louis' public transportation system? In public transportation planning, which takes priority... the greater environmental good or the parochial interests of affluent communities? When visitors come to St. Louis, do we want them to see a 'green city' or an asphalt jungle dressed in its Sunday clothes?

#### 6. Improving Public Services

Improving public services is the final ingredient in accomplishing the tasks and meeting the challenges for the future of St. Louis. Of course, it is important to note that unlike the goal of public service improvements in American cities, the experience of Stuttgart is that the goal of improving public services has nothing to do with making profit. According to Dr. Mayor Schuster, "Our goal is to serve the citizens as good as possible." He challenges metropolitan St. Louis leaders to envision the role of public service commitment as one designed "... to help ordinary citizens to get along in our complicated, regulated, always changing world." Of course improving public services would also facilitate the blending of ingredient No.2 above, "improving social living together."

Having provided six basic ingredients for creating a millennium city, Dr. Mayor Schuster challenges St. Louis to review its economic model. What will produce the most fruit, competition or cooperation? In his view, "competition is just a means to organize a market, not a goal in itself for a responsible and human society."

Much of this article contains the meat of Mayor Schuster's January 28, 2000 speech delivered to local civic and academic leaders at the University of Missouri-St. Louis. He admits that after two world wars, and the unification of Germany and Europe, there is an "excellent chance in the Twenty-First Century to become a century of democracy, freedom and peace." He invites St. Louis, his Sister City to, "Think global, act local. This is our task and our challenge. Let's face them."

**LIVABLE** communities don't just **HAPPEN**.  
They are **CREATED** by the **PEOPLE** who **LIVE** in them.

## THE CITY IN THE NEW MILLENNIUM

Thank you for the invitation and the opportunity to discuss some issues about the future of cities. Naturally there are some similarities between the situations in St. Louis and in Stuttgart. In the final analysis, if you compare, and some of you are doing so in your scholarly work, the development of big cities everywhere raises almost the same tasks, and challenges, and questions.

We are glad to be here for a very special reason to celebrate the 40th anniversary of our sister-city relationship which was based and is based on the engagement of a lot of activities by citizens. In the Swabian region a 40th anniversary is very important because we Swabians have the hope and the belief that when you turn 40 you become smart (Gscheit). You cannot really translate the word. This is our dialect. It means roundabout to become enculturated, educated, reasonable, and intelligent. I think, at least, they are all positive characteristics, which would help to make our world better. On my 40th birthday I felt as young as I felt with the hope of staying young. Naturally we all are so strongly orientated to living in this world, that we will not spend much thought or effort reflecting on the world beyond this concentration, in that we only live once. Therefore, that we have to stay young and enjoy our life is one of the self-delusions in our Western societies. The advertising media, and the heroes in our film industry, show mankind is young, strong, beautiful, and the bad guys are always the losers. In many cases of conflict, finally the good guys fight with violence against the others until the good ones win in the end. This type of soap opera produced in the illusion studios of Hollywood becomes more and more part of our daily life influencing our thinking, our behavior, our values, wishes, and hopes.

What does it mean for a local decision-maker? You have to be aware that reality is different. That our citizens are young and old, poor and rich, healthy and sick, and that their cultural backgrounds are very different. That their hopes and wishes are as diverse as the individuals. As the mayor of a city, I have to address this diversity and I have to help all these people who are less privileged, as an adequate response to the well-known sentence in George Orwell's *Animal Farm*, "Everybody is equal, some are more equal." We should not forget that a city is more than streets, buildings, public spaces, parks, and so on. The basic idea of the city in its origin 5000 years ago, was that of a social organization, a community, in which everybody has rights and duties. The basic of idea of cities gets lost when the social coherence is no longer needed. If there is no common interest in our open society, the gap between rich and poor could get too wide. We know the situation, especially in the mega cities in the Third World, where hundreds of thousands of citizens are living in slums: jobless and hopeless. These people have nothing to lose. In consequence, the crime rate is very, very high, and so is the level of aggression.

In our Western societies, we can reduce these problems through a lot of support, but we face other dangers for the community. Individual freedom is quite often understood to be free of every duty, of every responsibility: the cocooning in our own sphere of interest without responsibility for others, for our society or our environment. The disconnection of personal freedom and social responsibility relates to a loss of solidarity, which is needed for a democratic society. A lack of common responsibility, and of participation will weaken our Democratic system and finally undermine it. But who cares? The mega-trends of globalization mean to be flexible, to be mobile, using our Earth as a global market. Finally, as a perfect globalized employee, it seems to me, that a global economy means that his home and his workstation is our world. Why should he care about the problems in a city as long as the city provides for him all technical framework, entertainment, education, health care and other services he needs and is willing to pay for? We all can feel in our Western countries, that through the possibilities of communication and information technologies, the world gets smaller and we get closer together. We live technically in a global village. But hopefully not in a global village without common values and common responsibilities and without community, just a technical global village with millions of singles surfing the Internet, playing virtual golf and keying into Cyberspace. In this there is new Human Dimension for our societies with implications for a human perspective of

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the development of our cities.

I think, this purely technical approach would be the end of the cultural idea of the city as a community, as a fortress of cultural economic life or a marketplace for living. We all experience its dynamic technical growth as the almost unbelievable innovations in all fields of research and products. The numbers of inventions will speed up by international cooperation. Therefore I hope we can cooperate closer with Stuttgart Universities, and with the University of Missouri. The explosion of the specialized knowledge transformation into new products and new processes will accelerate the globalization of the economy of science. But, it will also increase the competition between enterprises, and between states and regions, and between cities for investments, jobs, and future chances. That means the city has to compete with other cities to be attractive, to create, to attract new firms, new investments, in this global market. This is a special challenge for Stuttgart, because our city has the highest export rate in Germany. At the moment we are fortunate to have headquarters of international companies like Daimler Chrysler, Bosch, and Neoplane, and the national headquarters of IBM and Hewlett-Packard. We have many, many smaller middle size companies which are very export orientated, especially in machine tools, and communication technologies. Stuttgart is one of the major centers of science and research in Europe. We are strong in the media sector, especially print media. As the Swabians are very practical people, we have the highest percentage of two kinds of useful books, the savings bank book, and the Bible. We are strong in financial services with major insurance companies. We have over a hundred different banks and we have one of the largest banks in Germany, the Landesbank Baden-Wuerttemberg, in which the city of Stuttgart is an important shareholder.

Describing the economic dynamic, the development of our societies and social problems is relatively easy because we are all trained to analyze problems. It is much more difficult to develop solutions and it is a really challenging task to achieve sustainable results.

Five thousand miles away from Stuttgart I could tell you wonderful success stories of a perfect city in which only happy, healthy, eternally young people are living. You can see them truly in our city promotion film. Therefore, I decided not to bring it over. Our citizens are smiling, eating, drinking, singing, and dancing, in a wonderful and historical natural environment, and the mayor, "the big hero," is doing all these wonderful things for his citizens. But we should be honest at least when speaking at a University, which is based on the norms to research the truth. Therefore, I do not want to show the picture of this film. But for me, for my own motivation my approach is to say to my collaborators that we do not have problems.

We have challenges. Let us work now to face these challenges. I would like to explain six fields of activities where we are trying to find strategies for the future of our city. It seems in reading the Internet there are a lot of similarities in these efforts with what the mayor of St. Louis is trying to do. First, improving the conditions for the economy and the creation of jobs. Second, improving social living conditions through the integration of social classes, especially for the immigrants. Third, supporting the non-profit organizations and civic society movement by information, motivation and support. Fourth, assuring security for everybody by a new network of citizens, police, and local administration. Fifth, supporting our environment by the awareness of the people and by a sustainable development of the city. Sixth, improving our public services and making them more effective and orientated to our citizens.

I just will go quickly through the six points.

1. **Promotion of economy.** Stuttgart, a hundred and fifty years ago, was a small city with no natural resources and low agricultural production, the hills of the valley were used for wine growing; there was no other use for them. One fifth of the mayor's salary was a big barrel of wine to improve the joy of his duty. Three quarters of a gallon per day used to be my predecessor's daily ration for his rough job. Now I know why nobody got tired of this job. Thousands of people emigrated along the river Danube. They journeyed to the Black Sea or to the New World, for instance, to St. Louis. I have just learned that one of your families did this in the past, and we are glad to see German clubs and German traditions here in St. Louis.

The industrialization of Stuttgart developed out of small family firms. Finally you can say that, fortunately, necessity is the mother of invention. Daimler invented the automobile in Stuttgart and things of other important inventors such as Bosch, who invented the electrical spark plug. Our city developed into an industrialized city. Today we

are one of the leading industrialized cities in Europe. Maybe historians will define the 20th Century as a century of mobility and the 21<sup>st</sup> Century as a century of communication. The change of an industrial to an information based economy with open borders and a world of competition brought Stuttgart an economic crisis ten years ago. In three years we lost 70,000 jobs in industry. Fortunately, the restructuring of our economic base was successful. Not only in that Daimler is doing well, as we saw at the Chrysler plant yesterday. Also, other automobile orientated firms, new firms, came in especially in the service sector and financial services, software engineering, and telecommunication.

We are also promoting Stuttgart as a tourist destination. We now have two million overnight stays annually, especially due to events, such as international tennis tournaments, soccer, horseback and jumping competitions, and many high-quality music and cultural events. Our opera company twice received awards as the best of the year. In middle Europe the Stuttgart Ballet is internationally reputed and I am glad that we will have a performance tonight in St. Louis. There are also art exhibitions, popular music festivals, and our Cannstadt folkfest. You are very aware of this as specialists of the Strassenfest here, we have a wine village, Christmas markets, and many other activities; but many are specialized technically, such as a specialized one like multi media for presentations of software industries. To improve our competitiveness, we are investing over one billion dollars in our airport. Together with the Bahm, the German railway company, we are planning a major project called Stuttgart 21. In the middle of our city we have an old train station, a historical landmark which is a head station. Behind this historical landmark Deutsche Bahn will build a new through station, to improve the regional public transport system, but especially to adapt the station and the railway system to the needs of high-speed trains. The German railway company will build high-speed track to upgrade the connections between other big cities and to link them with cities in central Europe. So the trains can compete with airplanes in central Europe. I think it's very important, because if you know the center of Europe it is not polite to use more and more airplanes, we have too many anyway. And we cannot just build more highways because we want to preserve the open natural space. Hence, with this concept of high speed trains, we have an attractive alternative. For example, it will take three hours from Stuttgart to the center of Paris, or three and a half hours to the center of Vienna or Berlin. That means taking the train is as fast as taking the plane but more comfortable and reliable. At the same time, over four hundred acres in the center of Stuttgart have become available because all the tracks that are here for this head station will disappear. Thus, we have the chance to develop a new city center. It is really for us a historical chance and a historical challenge, because I think it's very important to bring into this new central district a mixture of housing, living, working, and the enlarging of a central park. In one part of this area we are planning an international building exhibition to discover new ways of architecture, and also new solutions of ecological and social aspects with this mixture of working and housing, and we also think about new models of mobility and new forms of mobility. Finally, the goal for us is promoting innovation in city planning, architecture and social togetherness. The planned investment for the railroad part is over 3 billion dollars and for the city development over 4 billion dollars. Our chance and challenge, not only in this project but over all, is to be on the top of innovation in different technological and social fields, especially in mobility, communication, and environmental technology.

To stay in a leading position in a global competition demands a lot of effort in both the private and public sectors. We have to become an international city, not only in our economy, science and research, but also through our population. In Stuttgart, one third of our children do not have a German passport. We are one of the cities with the highest rate of migrants monthly from southern and eastern Europe. If we go back in history, at the beginning of the 20th century Stuttgart was still a center of emigration. People left because there were no good living conditions or opportunities, and now we are a center of migration together with Frankfurt and Munich.

For me, education is the key not only for social integration but also for professional success. Education in a multinational society starts in kindergarten, an important place for social and cultural learning and for learning the German language. In recent years we have made tremendous improvements in our kindergartens. We invested many millions in improving our primary schools, our high schools, and our professional schools. In Germany, we have this so-called dual system. That means if a youngster learns a profession he goes part-time to school and part-time he works in a firm. He gets a contract for this kind of practical and theoretical learning. We are very glad that we can offer every youngster at least one opportunity for such an apprenticeship. School is free in Germany and at the same time young people get money for what they are doing at the firm, not very much, but at least they have a certain amount of money and that is very important for their motivation. Those who are unable or unwilling get special

support, because I think it is very important that everybody gets a chance and some have to be pushed to take that chance for professional integration in our society. The state government is investing a lot of money in our universities and research centers. If you study in Germany, you don't have to pay fees which is normally good, but not always as we have many students staying very long, and there is not enough pressure on them. Together with some firms, the city is subsidizing so-called incubator centers and technology centers with the aim of improving the technology transfer to support the creation of new high-tech firms. Two years ago we opened our technology park with very good success. We are offering in our community college and our municipal library many possibilities for life long learning which is crucial for everybody to be up to date with the technical development and for the firms to have qualified and innovative collaborators.

The labor market will become more and more international, at least for young academics. In the global labor market, German graduates of our universities have a disadvantage because our studies are relatively long so that the young highly qualified people are much older than their colleagues having graduated in the American system. Therefore, few of our universities now offer curriculums corresponding to the American system to be attractive not only for Germans but also for foreign students. The city promotes this kind of international university and this has led to the creation of the Stuttgart Institute of Management and Technology and hopefully we will have possibilities for cooperation. Nevertheless, we have an increasing number of older workers who are not able to adapt to the needs of the changing economy. Therefore, we are supporting nonprofit organizations, which employ over a thousand people with the goal to train them so that they get a chance to find again a normal job even if it is a subsidized job. The others stay in this nonprofit organization because at least they have work and they have a possibility to be socially integrated. This kind of support, as many other specialized support services, like for example "For Junkies," to get them away from drugs and back to work, are costly; but in the long run much cheaper and more humane than to do nothing and pay social and health care benefits.

2. **Improving social living conditions**: especially through the integration of social classes.

As I mentioned earlier, one of the reasons to build up a city was to create community. In an international society there are many different concerns, various interests, nationalities, cultures and religions. The idea of community seems far away. On the other hand, we know that a lot of people have crises in finding their identity, especially in the anonymous big city. Therefore, we are doing a lot in promoting the social life in our city districts. People can get rooted and find "Heimat" in this world and can feel at home. We find out that people are more and more willing to volunteer for a task if the task is connected to their own personal environment, their own neighborhood, their own school, church, or sport club. Therefore, we are promoting this civic engagement by information, public awareness, and by providing adequate localities and so on.

At the same time, we are trying to improve the demographic development. In all big cities we find the trend that families move out to the suburbs. St. Louis, is a very difficult, even a negative example, if you realize that St. Louis had 750,000 inhabitants in the fifties and now it has 350,000. At the same time, you don't have the problem to find a space for housing and you don't find enough people who want to build or sell a house or to buy a house in the city. The problem is that you have social and demographic problems in the center. Therefore, we are supporting housing for families, improving infrastructure such as kindergarten schools, including special tutoring offers before and after classes, nonprofit sport activities, classes about music schools, and many other things. Our aim is to overcome the anonymity of big cities and to create a living neighborhood through intensive social contacts and good living together.

3. Therefore with the third goal we are **supporting nonprofit organizations** and the civic and society movement by motivation, information, and help.

I cannot judge the so-called communitarism movement in the United States because I am not a sociologist; I do things in a practical way. That's my approach to handle tasks. Fortunately, we have many, many volunteers in the fields of sports, culture, health, hospitals, schools, and churches, as in our care of the elderly, as well as environmental protection. This great volunteer movement is a living contradiction to a materialistic and egotistic society, the living proof that the idea of a city as a community is part of reality and has a real chance. In recent years we have promoted new

fields, of this volunteer movement, one of them is in the field of safety and cleanliness of the city. We have an organization for “Safe and Clean Stuttgart.” Another positive public network is “Healthy City.” We also founded a circle of initiatives for local foundations. In my office, we coordinate all of this activity and events, together with the nonprofit organizations. The directors of our district departments coordinate activities in the districts. Some months ago we did a survey about volunteer work in Stuttgart. It was the first in Germany. I don’t know how often you are doing a survey about volunteer work in the United States, but it was really something new in Germany. We ask volunteers about their motivation, what they are expecting from the city and from society. One of the results was that it is very important to recognize their efforts publicly. Therefore, we started to invite them for a big reception, a big event. The second argument was that they really enjoy their work and they will learn something useful for their own benefit. Therefore, this April we will start an academy of volunteers offering them different courses, even at universities, for their own personal training. At the same time, I am sure that the quality of their activities will be improved. So both have a benefit out of this academy.

4. The fourth point is **security**.

Community means living in a safe environment. This was another one of the basic ideas to create a community. Therefore we have to assure security for everybody. Security questions are questions for the police, but not for the police alone. Therefore, we started a new partnership for security. In every district of the city we founded a security advisory board, especially to prevent crimes, but also to inform the citizens. We ask local businessmen, teachers, coaches of sport clubs, ministers and naturally our youth service officials and the the police to join. The police were restructured so that in every district you have a police man or several men, specifically in charge of this task. All of them come together at the advisory boards. The discussions there are public. Quite often citizens come in and ask is it safe to go out at this and this part of the city. Through this new form of cooperation, special programs for youngsters who are not integrated are developed and implemented. As the result of new business activities new jobs, especially for this group of young people, were offered. Sport activities, like basketball at midnight, became part of a strategy to help young people on the one hand to successfully graduate from school and find apprenticeship, and on the other hand to channel their natural aggression. These kinds of intervention are crucial, but we also improved our punishment methods.

We created a Center for Juvenile Delinquents to react clearly and quickly in cases of juvenile delinquency through a combination of punishment on the one hand and support on the other. I think its very important to say to the youngster, in a clear way, what you did was wrong, but at the same time to show them the perspective that he has a future. We increased the number of policemen in our city center and improved security in our public transport system. Citizens have the feeling that safety was improved. We can see a difference after only a short time, but it is always difficult to prove that after two years of having a lower crime rate, that this is a direct result of our activities. But at least our survey showed that the feeling of security in our city improved considerably. For me, security stays part of the basic elements to create a real community and a living community.

My goal is that Stuttgart become one of the safest big cities in Europe, without residents feeling controlled and surveyed all the time. For example, Munich, which many of you might know, is one of the safest and most dynamic cities in Europe. Stuttgart will be as good as Munich. Safety has a lot to do with social climate and good future prospects for everybody. Especially important are the young people. To provide for them good perspectives is the best way to prevent crime.

5. Fifth point is **protection of the environment** by the sensibility of people and sustainable development of the city.

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Coming to Stuttgart means coming to a green city. We are Number One of the large German cities in the percentage of forests and vineyards and conservation areas. We are proud about the fact that we are not only the most inventive city, but also the greenest city. Nevertheless, we have a considerable percentage of voters of the Green party. Stuttgart is situated in a valley, as many of you may know. The topographic situation reduces the exchange of fresh air and creates problems sometime. We have these large open areas because Stuttgart was the home of the Kings of Wuerttemberg who wanted to go hunting on horseback through all the green parks. This is the historic reason we have all this extraordinary large green space, looping down to the center of the city. Today, we have other reasons to keep them and enlarge them. To reduce our air pollution we have strict regulations of our heating systems and we are promoting ecofriendly cars. Stuttgart has the highest registration rate of low emission cars in Germany.

At the same time we are investing a lot of money in our public transportation system. Two years ago I was honored to receive, on behalf of the city, an international award for the best public transport system worldwide. One of my goals is to promote Stuttgart as a center for competence of mobility. What we are looking for is an integration of different forms of transportation. That means to facilitate the change of transportation either from car to bus or to train or to plane, and the other way around. For this we need a much more sophisticated information system and we need a very highly qualified public transport system. Fifty percent of the users of our urban light railway system do own a car, but they prefer to go by our railway because it's more convenient for them.

Another important element is education. Our children should become sensitive to the beauty of nature, of its fragility; this should become a feeling of responsibility of their natural environment. Therefore, we pursue a double strategy. On the one hand to improve the sensibility, and the awareness of our citizens to motivate them for volunteer work. On the other hand, to protect our environment through regulations and public funding to balance our natural and cultural development. Also, to promote ideas about substantial development of the city, we support local agenda groups as part of the participation process for a qualified developing city.

6. Sixth point, **improving public services** and making them more effective and oriented to our citizens.

In the private sector, every enterprise is doing a lot to improve its services. We have to do the same in the public sector. Quite often it is a misunderstanding because we have to use similar methods to become more effective. Our goal is not to make a profit. Our goal is to serve the citizens as well as possible. That's a big difference. We have to consider that in a more and more complex society the framework of regulations gets more and more intensive. At the same time, the complexity of the problem demands highly qualified civil servants. Our challenge is to help the ordinary citizens to get along in our complicated, regulated, always changing world. Therefore, we are building up new services in every city district to be closer to the citizens, in addition to the interactive services. Naturally, as all huge organizations, we are trying to improve our organization, our effectiveness, technical equipment, etc. In Germany, the local self government is traditionally very strong. Our constitution stipulates that the cities are responsible for all local public affairs if there is no other specific regulation restricting our competence. Therefore, in the past, cities founded savings banks, housing companies, public transport systems, hospitals, public utilities, waterworks, fares, airports, and so on. The city of Stuttgart is the third largest concern in the region after Daimler Chrysler and Bosch. We have all together 25,000 employees; each year we invest 600-700 million dollars. In German cities, a strong discussion is going on whether the tasks should stay in the responsibility of the cities or should be privatized. If you compare it with the United States, or many others countries, they have a very different tradition with a much stronger influence with the private sector.

At the beginning of the 21st Century, will see an exciting experience: which model of economy, in the long run, will be more successful, the free market model of Northern America, the social market model in Europe, or the Asian model as kind of a closed private network? For me, competition is just a means to organize a market, not a goal itself for a responsible and humane society. We all know that we need common rules for our global economy and for a globalizing society based on common values.

## **CONCLUSION**

Let me conclude. First, we are living more and more in an international environment with only one constant element, the permanent changes in all fields of our lives. The city as a microcosm has to improve by innovations, not only in the technical field by supporting economic development, but also especially in the social and educational field.

Second, our societies are living more and more in cities, but we cannot live together without common values. In our pluralistic societies the canon of common values is very limited, but very important: tolerance, respect for others, for their culture, their religion, and the respect for the environment.

Third, democracy needs active participation and personal engagement. In a democratic society everyone is responsible in his place for peaceful living and the successful development of our cities.

Fourth, even if we have competition between cities for future chances, we need stronger and stronger cooperation to handle international problems, which become more and more internal—that means our own problems.

Therefore, we need this transatlantic friendship based on thousands of personal relationships, based on common values and common institutions, like NATO. We need common instruments to react to the violence of human rights, such as in Kosovo. We have to develop measures to help the increasing clash of civilizations between the Islamic and Western worlds. After two world wars, unification of Germany and Europe, we have an excellent chance in the Twenty First Century to become a century of democracy, freedom and peace. Think global, act local. This is our task and our challenge. Let's face them.

**Dr. Wolfgang Schuster's paper was presented on January 28, 2000, during an urban studies lecture at the Southwestern Bell TeleCommunity Center at University of Missouri - St. Louis.**

**LIVABLE** communities don't just **HAPPEN**.  
They are **CREATED** by the **PEOPLE** who **LIVE** in them.