



City of
Düsseldorf

City of Düsseldorf

OPENCities Local Action Plan

URBACT II



European Union
European Regional Development Fund



OPEN Cities

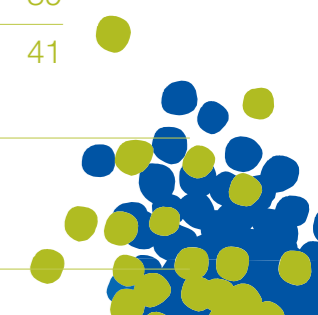


Connecting cities
Building successes



Contents

Executive Summary	4
1 Facts and Data – State Capital Düsseldorf	6
1.1 General information	6
1.2 Economic structure	6
1.2.1 Managing migration today	9
2 OPENCities – The Project	12
2.1 Goals and definitions	13
2.2 Assumptions	13
2.3 Why we are participating in OPENCities	14
3 Local Support Group	15
4 The Urban Development Concept as a Working Basis	17
4.1 Urban development concept – Key elements ¹	18
4.2 “The Case for Openness” – Objectives in Düsseldorf	19
4.3 For more openness – Towards realisation	20
4.3.1 Human capital, education and universities	20
4.3.2 Recommendations for business	21
4.3.3 Family-friendliness, habitation	21
4.3.4 Increasing internationality	22
5 Developing the OPENCities Monitor	23
6 Results – LAP Düsseldorf	27
6.1 Leadership and Governance	27
6.1.1 Definitions and assumptions	28
6.1.2 Fields of action: Leadership and Governance – Urban development concept	29
6.1.3 Fields of action: Leadership and Governance – LSG Düsseldorf 2011	30
6.2 Internationalisation	31
6.2.1 Background and research	31
6.2.2 Fields of action: Internationalisation – Urban development concept	33
6.2.3 Fields of action: Internationalisation – LSG Düsseldorf 2011	34
6.3 Integration	36
6.3.1 Research results and lessons learnt	36
6.3.2 Fields of action: Integration – Urban development concept	37
6.3.3 Fields of Action Integration and Inclusion – LSG Düsseldorf 2011	38
7 Next Steps	39
References	41



Executive Summary

The state capital Düsseldorf is in competition worldwide with other cities when it comes to location factors such as human capital and image.

In order to achieve its urban development objectives – securing sustainable growth and prosperity, increasing competitiveness – Düsseldorf is participating in the OPENCities project.

• **Project objectives:**

Analysis of the contribution made by an international population to the success of cities from an economic standpoint. What makes a city attractive? How can integration be improved to attract immigrants and encourage them to stay?

• **Definition:**

Openness is the capacity of a city to attract international populations and to enable them to contribute to its future success.

• **Networking:**

The project links local, European and global initiatives.

• **Method:**

A Local Support Group (representatives from companies, administration, universities, associations, Chamber of Commerce and Industry (IHK)) develops strategies for action.

• **Schedule:**

The results will be presented in Brussels in May, 2011.

The OPENCities project addresses cities' key development issues, the success of which is critical to all involved – residents, immigrants, companies and the city or, more specifically, its administration.

• **Prosperity:**

The objective of the urban development concept "Düsseldorf 2020+ – Promote growth, shape the future" is to achieve a population of 600,000. This requires that 51,000 additional residents are attracted to the city from home and abroad and integrated. For this to succeed an economic policy centred on more employment and integration is required.

• **Visibility:**

Today, Düsseldorf is not sufficiently perceived as an international metropolis, and, by comparison, has a low international population quota.

• **Communication:**

Nowadays, the negative aspects of immigration are often in the foreground. Positive aspects, on the other hand, are unclear and less noticeable.

As part of the OPENCities project, the Local Support Group puts together solutions for more openness in the city, i.e. prosperity thanks to attractiveness and integration in accordance with three priorities. Initial outlines of these have been drawn up.

• **Leadership and Governance:**

Role and contribution of leaders to the openness of the city. Definition of factors for success which must be managed.

- Family-friendliness (e.g. habitation, childcare)
- Company-friendliness (e.g. office accommodation, services)
- Replication of successes (e.g. Japan, China, Russia, India)
- Communication strategy and marketing

“Establishing a Welcome Centre which extends the services of the one-stop agency which is based at the Office of Economic Development, and mainly supports entrepreneurs, by bundling information about activities, offerings and points of contact in the city and which communicates this information through interpersonal dialogue, with the objective of increasing transparency and orientation.”

• **Internationalisation:**

Benefit for all involved, thanks to openness of the city. Examples of the contribution of open cities.

- International business relations, sales markets, product development
- Intercultural competence, creativity

• **Integration and Inclusion:**

Measures to support integration. Impact of measures on attractiveness and perceived openness.

- Transparent services for immigrants and companies
- Education facilities: schools, universities, further education, intersection with the economy
- Research and settlement of companies: clusters, for example, for creative industries, life sciences
- Cultural environment, events

Concrete projects for subsequent realisation and investment are developed based on the competence of the Local Support Group and examples of best practice.

From an LSG perspective, the following projects have been prioritised for fostering openness in the city of Düsseldorf.

• **Leadership and Governance:**

Establishing a Welcome Centre which extends the services of the one-stop agency which is based at the Office of Economic Development, and mainly supports entrepreneurs, by bundling information about activities, offerings and points of contact in the city and which communicates this information through interpersonal dialogue, with the objective of increasing transparency and orientation. This Welcome Centre also should include virtual support by optimising the web presence, bearing in mind the special needs of an international population

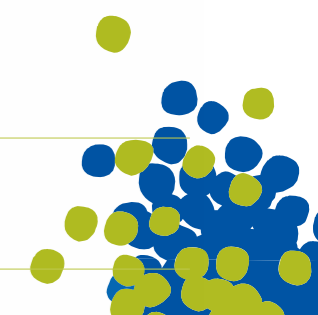
• **Integration and Inclusion:**

Advise and train civil society organisations for intercultural exchange, with the emphasis on intercultural training to promote acceptance and integration of diversity.

• **Internationalisation:**

Intensification of cooperation between city, university and business, for example through company internships, and a dedicated information policy aimed at making Düsseldorf a more attractive long-term place of residence for international students.

Realisation of the suggestions will be agreed and implemented in the subsequent steps.



1 Facts and Data – State Capital Düsseldorf



“Düsseldorf’s economic strength contributes to its goal of becoming a “city of well-being”, because only citizens who feel good enable a city to succeed against other cities competing for inhabitants and to counteract demographic developments. Hence a high level of importance is also attributed to so-called “soft” location factors such as art, culture or education.”

1.1 General information

Overview

Düsseldorf is the capital and political hub of the federal state of North Rhine-Westphalia with more than 585,000 inhabitants. The city’s extraordinary economic strength and its achievements in art, culture and modern architecture have all contributed to its growing international role. Besides the seat of the government of North Rhine-Westphalia with its many ministries and the government of the administrative district Düsseldorf, many other authorities and federations are located in the city. Düsseldorf’s central location and good transport infrastructure facilitate access to European markets. 30 million people live within a radius of 150km (93 miles). It only takes one hour by plane to reach major European capitals like Amsterdam, Brussels, London, Paris, Luxembourg or Zurich. More than 100,000 companies operate within the economic region of Düsseldorf – of which 39,000 are in the city itself. 31 % of the EU’s total population (i.e. 50 % of EU purchasing power) live less than 500 km (310 miles) away from Düsseldorf.

Düsseldorf’s economic strength contributes to its goal of becoming a “city of well-being”, because only citizens who feel good enable a city to succeed against other cities competing for inhabitants and to counteract demographic developments. Hence a high level of importance is also attributed to so-called “soft” location factors such as art, culture or education.

Growth and Diversity

Düsseldorf is one of the few prospering cities in Germany with an increasing population figure. From 569,046 in 2000, the number of inhabitants increased by 18,008 to 587,158 (reference date: 31/12/2009), with the number of foreigners increasing from 94,627 to 110,400 in the same period, reflecting a share of 18.8% of foreigners in the overall population. Ethnic German repatriates and naturalised inhabitants with a migration background need to be added to this percentage.

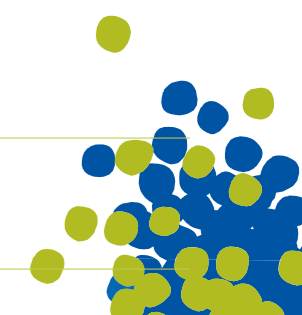
Universities and Schools

With 42 universities and universities of applied sciences and a total of more than 450,000 students, the conurbation *Düsseldorf Rhine-Ruhr* has the greatest density of universities in Germany. The *Heinrich-Heine University* in Düsseldorf plays a central role in the university landscape of North Rhine-Westphalia. The *Düsseldorf University of Applied Sciences* complements the educational spectrum of the city. The renowned *Robert-Schumann University of Music* with 800 students is also located in Düsseldorf. The *Academy of Art* is one of the major German universities for visual arts. A number of international schools are located in Düsseldorf: International School of Düsseldorf, Japanese International School, *École française de Düsseldorf* and the Greek School. Several international nursery schools complete the diverse education landscape.

1.2 Economic structure

Not only “Nippon in the Rhine”

For a large number of multinational groups from different industry sectors, Düsseldorf is an important location within Europe. For many years now Düsseldorf has been Japan’s most important business hub on the European continent and – together with London – has the largest Japanese population outside Asia and is therefore often referred to as “Nippon on the Rhine”. Companies from many other countries, including the Netherlands, the United States, the UK, the Scandinavian countries and China also have a strong involvement in Düsseldorf. Meanwhile other countries from the Middle East and the Far East - including India and Korea - have discovered Düsseldorf as an international trade hub. Over 70 consulates as well as foreign business and tourist organisations facilitate bilateral business contacts. With 34 foreign Chambers of Commerce and Industry and trade organisations, international clubs and societies, migrant associations and international schools, foreign citizens of the City of Düsseldorf are a major contributing factor to the city’s role as a gateway to the world.



1.2.1 Managing migration today

International airport and trade fairs

In addition to its central location in the most densely populated conurbation in Germany and the sound structure of the local economy, Germany's third-largest airport "Düsseldorf International" and the Messe Düsseldorf with 43 international trade fairs – including 23 globally leading events for the respective industries – are equally important factors.

Strong economy

Düsseldorf has a diverse mix of industries, which makes the economy and the situation in the labour market slightly more resistant to turbulences in one market or industry. Düsseldorf has a very strong economy – even at times of slow economic growth in Germany as a whole. In terms of its economic productivity and growth potential, it is the nationwide No. 1. Düsseldorf is a leading business location in the advertising, financial institutions, European patents, telecommunications and consultancy sectors. It is also the "city of fashion". With 180 banks, Düsseldorf is the second-largest financial centre in Germany.

Activities abroad

The City of Düsseldorf undertakes substantial efforts abroad, using business development measures to attract investors and entrepreneurs. Already existing partnerships and friendships between cities are the stepping stones for these endeavours. The main focus is on growth industries with a strong future potential. One-stop-agencies and partial support in the respective native language promotes the settlement of companies.

Debt-free city

Due to its high level of economic strength and prudent financial management, the municipal financial situation is solid and Düsseldorf is debt-free. Thereby future investments in the local infrastructure are assured.

Situation in Germany

In Germany, immigration and some basic principles of integration policy are regulated at federal level. However, there is scope for regional approaches to shaping the framework conditions of integration. The skills shortage and demographic trends are considered in German immigration legislation, incorporating a specific regulation for the immigration of highly-qualified workers, whereby they are offered permanent residence without a transition period under certain conditions. Angela Merkel's national integration plan provides recommendations for overall integration policy in Germany.

It is a prerequisite for positive economic development that migrants participate in economic life. Their integration in the labour market is of vital importance in this context. Employment and education are perceived as key drivers for immigration and integration.

Situation in Düsseldorf

Living conditions of migrants in Düsseldorf vary significantly, a fact which becomes immediately apparent when looking at the many different countries of origin – 176 in total. The overwhelming majority of migrants (81,214) are European citizens.

While the Turkish (15,191), Greek (10,591) and Italian (6,890) inhabitants represent the largest groups, the large Asian population is an important characteristic of the city.

“Due to its high level of economic strength and prudent financial management, the municipal financial situation is solid and Düsseldorf is debt-free. Thereby future investments in the local infrastructure are assured.”

Statistically we have to differentiate between migrants, i.e. people who are born to migrant parents or have a migration background, and foreigners, i.e. people with foreign citizenship. The foreign population is younger and has a higher birth rate than the average German population in Düsseldorf. While the average age of foreigners is 36.6 years, the average German inhabitant is 44.1 years old. On average, foreign women still have more children than German women. While foreign women living in Düsseldorf give birth to an average of 1.5 children, the average birth rate for German women is 1.1 children. Even if this cannot reverse demographic change, migrants in Düsseldorf contribute to a rejuvenation of the age pattern.

The majority of foreigners – approximately 66.8% – have lived in Germany for at least eight years. A total of 7,748 moved to Düsseldorf from abroad in 2006 (8,904 in 2007). On the other hand, 4,055 people, or 4.1% of the total foreign population, left the city and moved abroad in 2006.

In Düsseldorf, 130 different contacts and initiatives are responsible for immigration. Different methods are used, e.g. individual case management and the labour market programme of the Federal Employment Agency (Jobcenter).

The prerequisite for openness is that a city and its residents facilitate the participation of immigrants in society. Integration is impossible without inclusion; both aspects must be guaranteed in all phases of life, from childhood to retirement and beyond.

Municipal integration work

A number of actions are undertaken as part of the municipal integration work. Most of these actions are already implemented and are about to be extended and improved.

- **Comprehensive integration concept:**

The council of the state capital Düsseldorf has agreed a comprehensive integration concept for the entire city in order to achieve targeted cross-sectional integration planning. The realisation of this concept is monitored by political control mechanisms in the municipal committee of experts and in municipal boards.

- **PR and conferences:**

The integration efforts in Düsseldorf are accompanied by diverse PR activities, including the annual report of the specialist department "Integration", the so-called "Integration Conference", and also includes events dealing with sensitive issues – for example the project "Case(s) of honour – against violence impacting on women and girls in the name of honour".

- **Public information:**

Furthermore, Düsseldorf focuses on informing the public, for example about the General Non-Discrimination Act or at public events such as the *Africa Day*, the *Islamic Week*, the *European Day* or the event series "Respect and Courage" as contributions to intercultural communication. A variety of events such as exhibitions, encounters, theatre performances, discussions and training measures around the topics of migration, integration and anti-discrimination enrich the cultural landscape of the capital of North Rhine-Westphalia.

- **Directory of services:**

As a first means of orientation, an annually updated directory for migrants is published and made available free of charge to established public authorities, charitable organisations and recognised autonomous migrant organisations.

- **Language:**

German language courses are offered through a multilingual internet database.

- **Recognising academic qualification:**

A possibility to be considered is the academic qualification of migrants. It is imperative to identify ways of recognising foreign qualifications, for example through retraining programmes.

- **Services and projects:**

Districts are generally well provided with advisory centres, services and project initiatives supporting migrants. Some examples are the association *Binational e.V.*, doing low-threshold work in one district, the *Interkulturelles MigrantInnenzentrum e.V.* that activates the resources of youths with a migration background and strengthens the educational competence of immigrant mothers. Voluntary integration scouts from the association *Raduga e.V.* accompany migrants on visits to authorities and provide initial orientation and a point of contact.

- **Social work:** Integration also requires cooperation with all district institutions as well as forms of social work involving house calls and visits to ethnic institutions of the migrant communities such as associations, mosque communities and meeting points, thus having an immediate impact on site.

- **District management:**

Various instruments and integrated district policy approaches are available to promote the potential of a district. On the one hand, measures have to be taken to prevent wealthier social groups from moving away from a particular district. Providing a differentiated supply of housing, attractive open spaces and removing feared no-go areas to increase the subjective feeling of security are integral aspects of preventative work.

Incorporating different perspectives also needs to take into account the population mix in the districts. It has emerged that students generally seem to get on better with migrants than pensioners and young unemployed people. The image of the individual districts has to be improved by targeted district marketing to prevent a process of stigmatisation – not least in order to strengthen the inhabitants' self-confidence.

In many cases, local business in problem districts is characterised by vacancies, fluctuations and shops selling cheap products. A desirable option would be the setting up of a consultancy to help migrants to found their own companies and at the same time act as a debt-prevention agency by discouraging risky company start-ups in the ethnic economy. It could also point towards ways out of the ethnic economy and uncover new market segments. The readiness to take part in training measures in local companies as well as the foundation of networks in the form of interest groups and associations of entrepreneurs need to be supported.

- **Youth support and schools:**

Particularly for children and young people, a neighbourhood has an immediate formative role in the context of socialisation processes. Hence, local education institutions such as day-care centres and schools have to be strengthened. Experience shows that a tightly-woven network of schools, social work in schools, youth-support institutions and local sports associations intensifies the educational impact of local education institutions.

- **Role of mothers:**

In this context, mothers in particular have to be involved, and their key role in the education of second-generation migrants who joined their families later needs to be taken into consideration.

- German language
- Educational competence
- Role models – bridge-builders



2 OPENCities – The Project



“The main objective is “To identify what makes a city attractive to international populations and to develop practical strategies tackling economic and social integration issues, which can help cities better attract and retain international populations, thus contributing to their improved competitiveness.” ”

2.1 Goals and definitions

Goals

The OPENCities project focuses on the contribution of international populations (economic migrants) to a cities' success.

The main objective is “To identify what makes a city attractive to international populations and to develop practical strategies tackling economic and social integration issues, which can help cities better attract and retain international populations, thus contributing to their improved competitiveness.”

In order to better manage the exchange of experience and best practice across the partner cities, the project will be focused around three organising themes:

- **Leadership and Governance :** Understanding the role and contribution effective leadership has in creating a more open city and what factors leaders need to manage to create open cities
- **Internationalisation :** to consider the benefits of a city being open to international populations, looking at examples of successful cities where a diverse international population has made a positive contribution;
- **Integration and Inclusion:** to understand what measures cities have in place to support the integration and inclusion of economic migrants and to what extent integration and inclusion factors impact upon cities' attractiveness and openness to international populations. What is the link between integration and openness?

Definition of Openness

Openness, when applied at the city level, refers to how well cities provide access for ideas and people. It also refers to how cities provide opportunities for foreign populations to integrate and participate in city life. Within OPENCities we use the following definition: *“Openness is the capacity of a city to attract international populations and to enable them to contribute to the future success of the city”.*

Thus cities need to be

- attractive, so that people want to come and stay
- open, so that people are able to come and stay

Openness is equivalent to

- low barriers of entry for international populations
- good opportunities for integration and participation for international populations

2.2 Assumptions

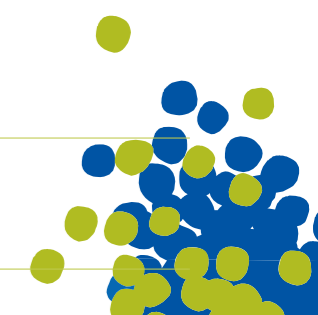
Our basic assumption is that openness is an asset which brings talent and new ideas from all over the world and supports innovation. Therefore, we believe openness enhances competitiveness and the success of cities, as well as the welfare and well-being of its citizens.

OPENCities was initiated on the basis of the belief that cities that attract international populations are more competitive than cities that don't. By attracting additional international populations, cities will inevitably attract more international events, investors and visitors. This “internationalisation” will lead to greater diversity, which leads to more economic success.

The project builds on the following further assumptions:

- Cities have a pivotal function (international markets, their impact, international migration...)
- Cities are key players in the economic and social development of a country
- Human capital and creativity are the most valuable location factors
- Cities which are not open to international migration are at a long-term disadvantage in the global competition for the best locations

In general the project considered migration and internationalisation as an asset. We are aware of the challenges and problematic aspects, but we tried to explore the positive aspects and advantages.



2.3 Why we are participating in OPENCities

Factors like Europeanisation, globalisation, technological and economic structural changes pose challenges to cities and change the issues cities need to manage. Among the new tasks are cluster management and the introduction of appropriate labour market and employment policies.

Düsseldorf is engaged within OPENCities for the following reasons.

1. We became part of the project because we plan and act proactively. Our aim is to successfully master the challenges of the future. Working closely with our project partners, we are developing new goals and strategies for openness
2. Düsseldorf is collaborating on the OPENCities Project to demonstrate that a diverse population is an economic asset. OPENCities also aims to develop strategies to successfully integrate international migrants and to remain competitive in a globalised world. Social aspects are dealt with in numerous other projects and are not within the scope of the project.

3. Managing migration and integration is a relevant task for all European cities. There are successes around the globe. In Düsseldorf, integration is already supported socially, culturally, politically and economically. Based on that, we can offer best practice cases for other participants. On the other hand, we can learn from our international partners. Learning from best practice is one element of OPENCities.

4. The definition of openness and the development of indicators to measure openness have created a new awareness of migration. From the project's perspective diversity is an opportunity, as migrants bring in key skills for the economic development of the city. Furthermore, demographic change needs to be considered.

5. Even though the premises of the different cities vary at the beginning of the project, common approaches are possible and helpful. The concepts which are developed during this project support our goals in prosperity and support other cities to reach their goals.



3 Local Support Group

The Local Support Group LSG jointly develops the Local Action Plan LAP for Düsseldorf.

The LSG is made up of representatives from the administrative departments, politicians, university representatives, the Chamber of Commerce and Industry (IHK), welfare organisations and immigrant organisations as well as representatives from companies. The composition of the team is aimed at bringing together different perspectives on openness in order to develop broad-based, yet specific solutions

from the point of view of the people concerned, the city and business.

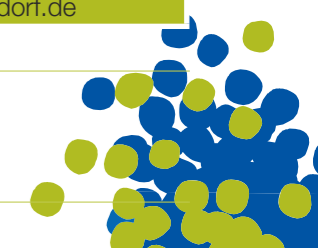
At the same time, the various perspectives represent a challenge in terms of working together on the defined objectives of OPENCities.

The LAP contains the results of the Düsseldorf OPENCities project. It is not expected that ready-made solutions be presented, but rather that methods of approach are drawn up for the development of a comprehensive "strategy for an open

city" based on the urban development concept.

Owing to several members of the LSG changing their jobs, the LSG has been re-staffed and re-organised. The tasks of the new LSG up to May, 2011 involved looking at concrete strategies for more openness and better integration as well as collecting relevant ideas for further development or analysis. The significance of the OPENCities Monitor was also discussed. The newly appointed LSG is made up of the following:

Nachname	Vorname	Institution	E-Mail-Adresse
Nolting, Pfarrer	Thorsten	Diakonie Düsseldorf	thorsten.nolting@diakonieduesseldorf.de
Caston	Beatrice	Internationale Schule	bcaston@isdedu.de
Gellert	Anne	HHU Düsseldorf, Leiterin des international office	gellert@zuv.uni-duesseldorf.de
Dörfel	Grit	HHU Düsseldorf, Persönliche Referentin des Prorektors für Hochschulmanagement und Internationales	grit.doerfel@hhu.de
Radler	Dorothea	Leiterin Fachstelle Integration	dorothea.radler@duesseldorf.de
West	Caroline	RhineBuzz	caroline@rhinebuzz.com
Kerkmann	Uwe	Leiter Wirtschaftsförderungsamt	uwe.kerkman@duesseldorf.de
Klerks	Annette	Leiterin Abt. International Business Service	annette.klerks@duesseldorf.de
Büchner	Melanie	Huawei	melanie.buechner@huawei.com
Senz	Carsten	Huawei	carsten.senz@huawei.com
Saglam	Ömer	ATIAD, Verband türkischer Unternehmer	oemer.saglam@atiad.org
Stolz	Markus	METRO	stolz@metro.de
Dankert	Marina	Alcan International Network	marina.dankert@alcan.com
Schwenck	Anja-Christina	ERGO Versicherungsgruppe AG	anjachristina.schwenck@ergo.de
Henke, Dr.	Anja	Carpe Viam	a.henke@carpeviame.de
Bolten	Stefanie	Wirtschaftsförderungsamt	stefanie.bolten@duesseldorf.de



Advantages of cooperation for participants in the LSG

Economic development:

The OPENCities Monitor represents a further marketing instrument for positioning the city on the international stage with respect to economic development. At the same time, the process of inquiry and examination within the group enables it to analyse the subject from different perspectives (e.g. from the point of view of a foreign employee) and integrate this into subsequent tasks.

Integration department:

The exchange of ideas which took place within the scope of the thematic workshop enabled the evaluation of ideas from the case studies provided by other partners.

Statistical Office:

In addition to supporting the development of the index, it was possible to elaborate on the interaction of the project and the current Urban Audit.

Company representatives:

They are able to support the desire to recruit international staff, learn more about the work of the city and extend their own networks. Furthermore, OPENCities can generate approaches to funding from the EU.

Organisations:

They have the opportunity to initiate projects on the basis of their experience and obtain possible subsequent funding.

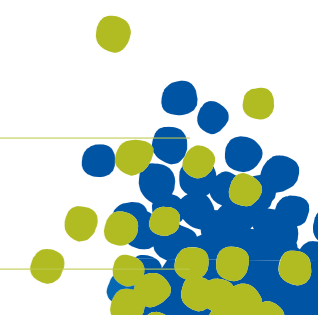


4 The Urban Development Concept as a Working Basis

“It quickly became apparent that the urban development concept itself already constitutes the “Case for Openness”: the target of 600,000 inhabitants can only be reached if the number of immigrants reaches 51,000 as a result of domestic and international migration. The Local Support Group LSG examined the urban development concept with respect to projects which are relevant to OPENCities, with an emphasis on the economy and employment.”

The urban development concept Düsseldorf 2020+ has already laid the foundation for progress towards an open city. The urban development concept, which includes the city's strategy and has been approved by the municipal authorities as a whole, consequently served as a working basis for this project and the LSG.

It quickly became apparent that the urban development concept itself already constitutes the “Case for Openness”: the target of 600,000 inhabitants can only be reached if the number of immigrants reaches 51,000 as a result of domestic and international migration. The Local Support Group LSG examined the urban development concept with respect to projects which are relevant to OPENCities, with an emphasis on the economy and employment.



4.1 Urban development concept – Key elements

Three-pronged strategy of the city of Düsseldorf

Düsseldorf must be systematically developed further as an attractive place to live and work. In the process, urban development should not just focus on economic measures aimed at securing the business location or simply address the improvement of infrastructure and mobility. Quality of life in the city, characterised by soft location factors such as the design of residential environments, urban image or cultural activities, must be attributed equal importance.

Urban development in Düsseldorf consequently focuses on three key areas:

- improvement of the quality of the living environment and life in general,
- strengthening of the business location, as well as
- promotion of culture, education and sport.

This strategy is aimed, among other things, at increasing immigration, hence driving population growth. The issues involved are many and complex, and therefore represent a long-term task for the city.

Factors of success for cities

The central resource for economic growth in an urban service economy is the presence of qualified and creative people, organised in powerful companies or also in networks of small enterprises. Demographic change will lead, however, to a noticeable nationwide lack of young talent. It is conceivable that persistent deficits in the education system will exacerbate this phenomenon. Companies are already complaining about a lack of qualified specialist personnel. This can lead to a bottleneck in regional and local economic development.

Expanding cities in particular have so far always profited from immigration (the "import of human capital"). Fewer mobile job-seekers among future generations will mean that the chances of finding suitable employment in one's current place of residence will increase. For this reason, not only will the number of potentially mobile households decrease, but probably also their willingness to re-locate. Competition among the regions for well-educated young people will certainly intensify.

On the other hand, experience shows that dynamic cities have gained in attractiveness as a result of growth, and have therefore been able to increase their potential for further expansion.

It is doubtful whether it is sufficient to become more attractive as a city and business location. The critical factor will be whether attractiveness has increased relative to the competition. In any case, this must be the benchmark for local government action and monitoring of this action, in order to ensure that the target scenario described in the following becomes reality.

4.2 "The Case for Openness" – Objectives in Düsseldorf

The target scenario in Düsseldorf's urban development concept is a population of over 600,000 in the year 2020. Since a considerable proportion of residents will be working in Düsseldorf (the rest will commute outside the city), an increase in population is closely linked to an increase in the number of jobs.

A population increase of almost 27,000 by the year 2020 forms the basis of the target scenario. Taking into account a natural drop in population of 24,000, an influx into the state capital of 51,000 people is required.

A total of 27,000 additional residents means an increase of 18,000 in the number of people of working age. If the expected increase in the labour force participation rate among older people and women is taken into account, the number of additional people in gainful employment even rises by 36,000. This group must be balanced against the expected unemployment rate, which will lead to a reduction of the group of gainfully-employed people by around 1,000 to 35,000. As a result, the number of jobs in the region will increase by around 50,000, in keeping with the demographic trend.

In accordance with the current distribution of jobs across the city and neighbouring administrative districts, 53% of these jobs, i.e. around 26,000, would be in the municipal area of Düsseldorf and filled by the above-mentioned 35,000 gainfully-employed people. The remaining 9,000 additional people in gainful employment work outside the city or have merely re-located

their place of residence closer to their workplace and in this way reduce the commuter balance. The shortfall with regard to the additional 50,000 jobs required is explained by the fact that in future a considerable share of local jobs will be filled by longdistance commuters.

The target scenario assumes that Düsseldorf will continue to improve its position compared to the region (as current statistics on the migration balance between city and region would suggest) and, at the same time, that the situation of the region as a whole will pick up and therefore see increased immigration from other regions on the back of favourable economic developments.

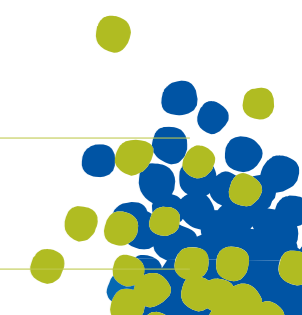
The real growth sector in Düsseldorf (as in other cities) is the service sector and here in particular company-related services. Out of today's working population of approximately 265,000, the continuing trend makes for an increase of almost 33,000 jobs. Düsseldorf's strength in this area is clear, and a committed urban development policy can improve underlying conditions still further. Such a policy includes the development of additional interesting office locations, partially specialised location communities (Life Science Quarter), cluster-oriented approaches for these service sectors (also the consultancy market) and a whole range of job-market and demographic measures ("family-friendly city"). All in all, an increase of around 42,000 jobs can be achieved by 2020.

Impact on residential construction

A fundamental prerequisite for this development lies in the construction of residential accommodation. Here, particular efforts are needed in terms of quantity; in terms of quality, the residential construction sector will face tough regional competition on the market. This calls for comparatively reasonable prices and higher quality. An active urban development policy with corresponding residential construction programmes can improve the likelihood of young households and families moving to the city and retain existing households to a large extent. Many other cities, however, are pursuing the same strategy.

A separate investigation of the question as to whether foreign workers, especially managers, make particular demands on office or residential projects and services in the residential environment has for a number of years now been a part of the city's economic development activities and will continue to form the basis of the development of corresponding projects.

Furthermore, special urban development and residential projects can underline the particular international atmosphere of the city. This is not a question of borrowing ethnic elements from foreign architecture, but rather of deliberately encouraging outstanding foreign architects to come to Düsseldorf in order to demonstrate the city's policy of openness and commitment.



4.3 For more openness – Towards realisation

The target scenario described here illustrates the primary spheres of activity for local government politics. For a city like Düsseldorf, however, it cannot be assumed that there is one area of serious weakness whose elimination local economic policy can target exclusively. On the contrary, it will be imperative to take action in many areas simultaneously. Economic development in Düsseldorf is thus part of a complex urban development policy mechanism.

4.3.1 Human capital, education and universities

The significance of further education and training is beyond question and will increase in the future. This can become a constraining factor for the economic development of an urban region. The question arises as to whether the individual stages and phases of the further education and training systems can be developed beyond the already highly intensive level of support.

Poor educational achievement

Pisa-test results and persistent levels of unemployment among young people with a migration background increasingly highlight problems on the less privileged fringes of society. However, underachievement in education is not only an individual or group specific problem. The economy is also affected, because even simple or moderately difficult tasks in the workplace of today require qualifications which these problem groups often do not have.

Recommendations:

Childcare facilities and schools should be improved in this respect in particular. There is actually no shortage of good concepts or models, as the corresponding competitions show. What is missing is rather the willingness and commitment to adapt them.

Universities

At the top of the education ladder, the universities play an important role in the city. On the one hand, that means their direct significance to local companies in terms of research and training and, on the other hand, the attraction and influence they exert on students, who of course represent one of the potentially most powerful immigrant groups.

Recommendations for the universities:

Political awareness of the significance of the universities is to be enhanced. In addition, perception of Düsseldorf as a university city and science location is to be reinforced. International positioning demands a marketing strategy which is globally recognisable and effective.

A clearer international orientation and even greater acclaim for the universities abroad would specifically strengthen the international character of the city, attracting in turn even more foreign students and (visiting) researchers to Düsseldorf.

4.3.2 Recommendations for business

“Political awareness of the significance of the universities is to be enhanced. In addition, perception of Düsseldorf as a university city and science location is to be reinforced. International positioning demands a marketing strategy which is globally recognisable and effective.”

Interfaces:

Creation of an interface between business and science to initiate and maintain contact to the universities in the region and act as a partner for business with the aim of linking initiatives. With the exception of the Life Science Cluster, interaction between the universities and local companies reveals room for improvement. Closer collaboration is recommended between the city, the companies and the universities to improve this situation.

Private initiatives:

In the private sector, activities in the fields of game and fashion design are already being extended. The “Kreativ Kader Düsseldorf”, an initiative run by local advertising agencies for the training of advertising copywriters, is one such measure.

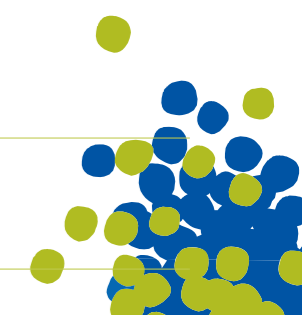
Configuring working environments:

The experience of older employees can be better exploited if working environments are adapted to specific qualifications. The pressure to recruit expensive new personnel will decrease if older staff remain in the workplace longer. Wage differentials between old and young will probably decrease with time, because the fewer young applicants will have a more favourable negotiating position. By means of more intelligent organisation of career advancement opportunities within companies, overall satisfaction is likely to increase and “burn-out effects” be reduced.

4.3.3 Family-friendliness, habitation

From an economic perspective, family policy is just as important as the classical areas of land use and infrastructure politics. Municipal family policy takes the following approaches.

- Expansion of childcare services, in particular also for children under three years of age.
- Extension of supervision times (more lunchtime and full-day schemes, etc.).
- Development of additional services, such as full-day care during holidays, support in the event of illness or during business trips.
- Qualification (pedagogical concepts, structural, equipment) of offers, so these are not merely perceived as just places to leave children, but rather as schemes which support the personal development of the child in a meaningful manner.
- Opportunities to develop childcare further include childcare vouchers or pooling of advisory and supervisory services on a local, district level.



4.3.4 Increasing internationality

The city's international connections enable the internationalisation of the local economy in two ways.

Firstly, via existing contacts, business links between companies in Düsseldorf and abroad can be extended, foreign sales markets tapped into or partnerships and collaborations initiated.

Secondly, in combination with the international flavour of the city and particularly thanks to the comprehensive services offered by the city's Office of Economic Development, current networks also pave the way for further direct foreign investment in Düsseldorf. The degree of acceptance and prominence of the location is a good starting point for firms situated here from which to recruit highly-qualified foreign personnel. This is attractive for German companies operating internationally and for foreign businesses.

The close collaboration between Messe Düsseldorf and the Office of Economic Development offers excellent opportunities to access customer networks worldwide to find new partners, customers or markets and so promote the setting up of own branches in Düsseldorf. Such collaboration is being extended not only in Düsseldorf itself, but also in the target markets of the USA, China, Japan, Russia and India.

To promote the business location, the city partners internationally active companies, trade and industry chambers, Messe Düsseldorf, the airport, consulates and international economic development organisations as well as federal and state institutions in NRW. Investment should be intensified here in the interests of boosting international awareness.

The special significance of the local "one-world" activities, which have been promoted and expanded in Düsseldorf over several decades, round off the international character of the state capital. One-world trade, Fair Trade, twinning of cities with partners in the South, cooperation with schools, churches and cultural institutions are fundamental to the success of this work, which generates great interest in the subject every year and attracts thousands of visitors to Düsseldorf. The aim is to continue supporting this work in the future.

The following gives an insight into the results of research carried out as part of the urban development concept, with respect to the objectives of the project.) Participation in the OPENCities project is a step towards reaching the objectives laid out in the urban development concept.



5 Developing the OPENCities Monitor

Alongside the insights of the urban development concept, the project was backed by the research work carried out by our lead expert Greg Clark and the BAK Basel economic research institute. The aim was to develop an instrument to measure and compare the openness of cities. Our thanks are also due at this point to the British Council which took a leading role in this section of the project. For Düsseldorf, too, the development of the Monitor to gauge openness was a core element of the project from the very beginning.

BAK Basel was initially commissioned to perform a feasibility study on the question "Is it possible to develop a measuring instrument to gauge openness and, if so, on the basis of which data, and how should it be evaluated?"

The key finding of the study was: Yes, it is possible to develop such a measuring instrument. This offers the following possibilities:

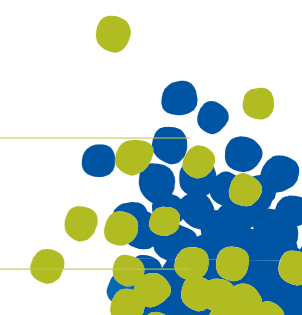
- an index covering all aspects of openness
- benchmarking of a group of comparable cities to analyse strengths and weaknesses
- a clear commitment to openness as a "seal of approval"

The members of the LSG participated in the survey conducted by BAK Basel as part of the feasibility study and hence contributed to the success of the study. Furthermore, Düsseldorf worked with Cardiff and Dublin in the core working group which collaborated with the British Council on the actual development of the Monitor.

The Monitor is now available and has already been presented to an audience of experts in Berlin. The State Capital Düsseldorf is hence the first city in Germany which can measure and evaluate its openness on the basis of a comprehensive data analysis.

In addition to results in the form of statistics and charts, the OPENCities Monitor also includes a number of innovative case studies exemplifying cities all over the world which have single-mindedly pursued a local-government policy of openness to migration.

To date, the openness of cities has not been measured since it is a multidimensional and very complex phenomenon. Many aspects of openness may be analysed, however, allowing the OPENCities Monitor to use 54 internationally comparable indicators. These are divided into eleven areas, such as barriers of entry, diversity actions, international events or education. Both the indicators and the areas are weighted according to their importance.



The Monitor is fully accessible online. Users can create a city profile which indicates how the city in question compares in each of the eleven areas with all other cities in the Monitor or with a specific group of cities.

Initially, a total openness value is determined. This value is presented in relation to the overall average and to the selected sample group. The value 100 is taken as the average of all cities participating in the Monitor:

Düsseldorf city profile

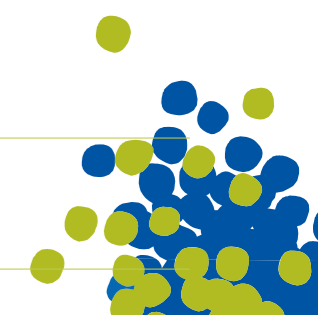
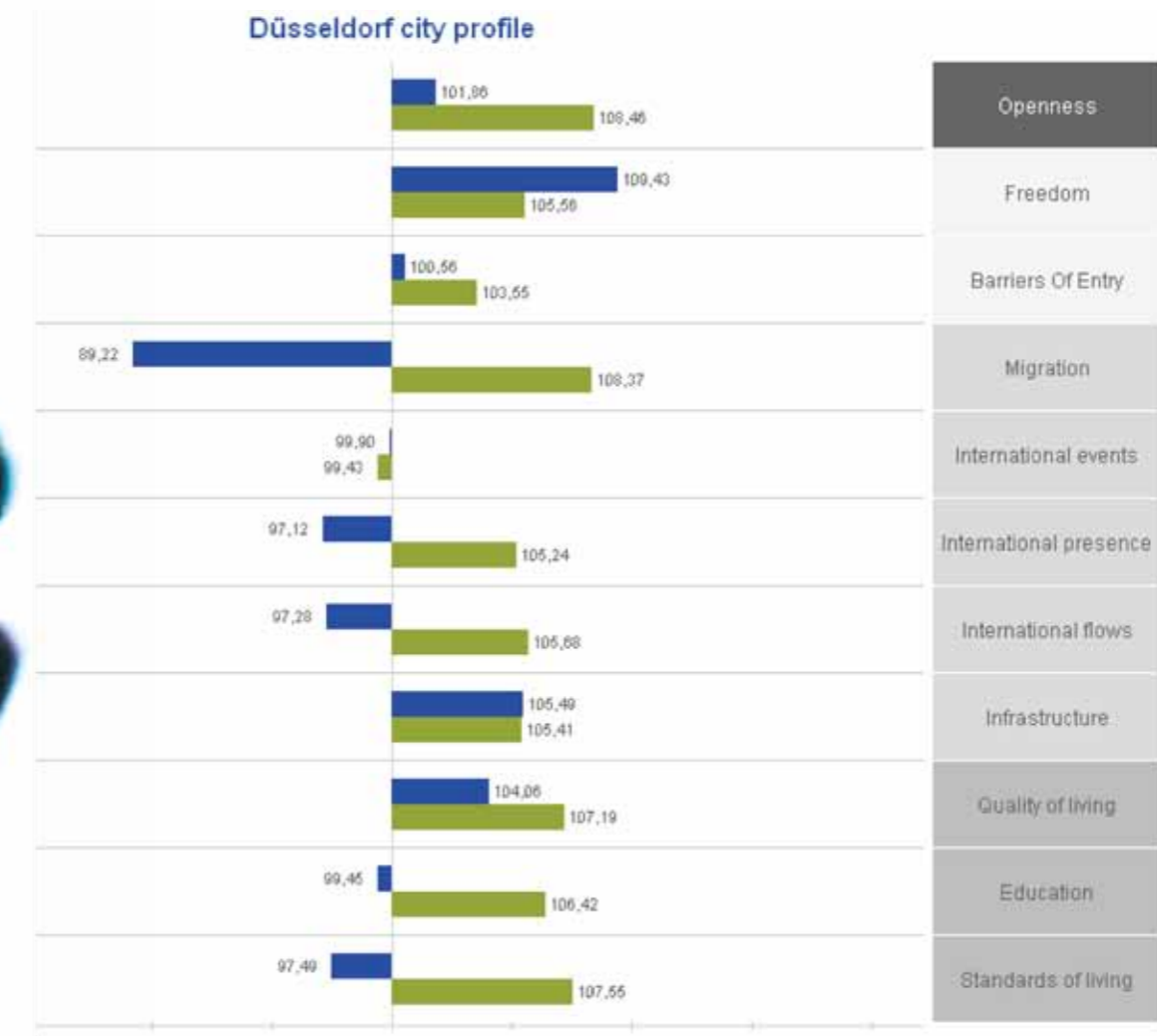
Openness: 101,86 (Düsseldorf) vs 99,92 (Group Average)

Select your cities manually from list below
Select a minimum of 3 cities

- Auckland
- Bilbao
- Cardiff
- London
- New York
- Poznan
- Vienna
- Barcelona
- Bucharest
- Chongqing
- Los Angeles
- Newcastle
- Sao Paulo
- Beijing
- Buenos Aires
- Dublin
- Madrid
- Nitra
- Sofia
- Belfast
- Cape Town
- Edinburgh
- Manchester
- Nottingham
- Toronto

Düsseldorf has therefore reached an above-average total openness value. The following chart has been compiled with regard to all measured areas based on a comparison of the ten cities in the sample group with a similar disposable income per capita (Auckland, Bilbao, London, New York, Vienna, Los Angeles, Dublin, Madrid, Nottingham and Toronto).

The blue bar shows the results for Düsseldorf, the green bar the results for the group of cities in the comparison:



Needless to say, Düsseldorf achieved an above-average value overall. Düsseldorf is therefore already an open city and is still heading in the right direction.

The city must grow further, however, in order to reach the ambitious objectives of the urban development concept. To do this, it has been suggested that Düsseldorf will have to become even more open.

For this reason, the LSG took a closer look at the slightly below-average values with regard to the question: what exactly does this value indicate and which necessary actions can be derived from it?

The value for migration in particular drew the group's attention. This example is to be used to demonstrate the need for a detailed analysis of the Monitor results. These must be examined in order to derive effective and targeted courses of action.

The value for migration is compiled from the following indicators:

- Stock of international population
- Inflow of international population (2001-2008)
- Diversity of international population
- International retirees
- Total metro region foreign labour force
- Highly-qualified metro region foreign labour force

In comparison with the other cities in the sample group, therefore, Düsseldorf has a smaller proportion of foreign residents and a lower inflow of international population. There is no intention here of making a statement, for example, on existing integration measures or offerings. The focus is purely on giving a statistical view of migration to Düsseldorf. Such values are not unusual for German cities, in particular considering the country's short history as a migrant destination.

As a city seeking to grow, Düsseldorf needs to attract both national and international migrants. In order to achieve more openness, especially in respect of the competition to which cities in a globalised world are exposed, the international population in particular must grow. Furthermore, it can be said that the cities in the Monitor with the highest openness value are also those with the highest GDP, a fact which would suggest that the more open a city is, the more successful it is. At this point, the Monitor acknowledges the efforts of the State Capital Düsseldorf and demonstrates the necessity of addressing the subject of openness. In general, the Monitor can help to distinctly identify scope for action. Not all indicators which are relevant to the measurement of openness are within a city's sphere of influence (e.g. opportunities for migrant entry). These are the responsibility of the State or the Federal State as a whole. Hence, it is all the more worthwhile concentrating on those indicators which can actually be shaped by cities. The area-specific case studies given by the Monitor can provide advice from cities which are better placed in these areas, and help to improve one's own position.

A further description of the Monitor is not considered necessary at this point. Technical details can be found on the website www.opencities.eu.

“As a city seeking to grow, Düsseldorf needs to attract both national and international migrants. In order to achieve more openness, especially in respect of the competition to which cities in a globalised world are exposed, the international population in particular must grow.”

6 Results – LAP Düsseldorf

6.1 Leadership and Governance

Besides the local work, the URBACT group of European project partners, together with Greg Clark, developed recommendations in the three dimensions of openness: Leadership and Governance, Internationalisation, Integration.

The main findings are described in this section. The first task of our LSG was to bring together the three themes with the ideas and projects of the urban development concept. The recommendations out of the urban development concept have different degrees of maturity. On the one hand there are ideas which need to be further evaluated. On the other hand there are projects which have already been planned and started. These recommendations are grouped around the three themes in this section.

The second task was to develop additional recommendations, to prioritise them and to prepare them for implementation. Furthermore, the LSG defined numerous suggestions and selected three projects of high priority. The first steps towards implementation have been defined.

A Welcome Centre is the recommendation of highest priority based on the opinion of LSG members. These recommendations are also grouped around the three themes in this section. The themes can often not be separated accurately. Thus similar ideas can occur in different themes.

In general, due to the different membership constellation of the LSG, the development of our LAP had three phases:

Phase 1:

Work with the old LSG (people from different departments, migrant groups, politicians, social welfare organisations, universities, Chamber of Commerce and Industry) This group mainly worked on the Feasibility Study for BAK Basel and our case studies. Furthermore, we had a workshop in March, 2009 with a wider group to collect first ideas.

Phase 2:

Work with the “core group” (people from municipal departments: Economic Development, Integration, Statistical Office, Urban Planning) This group mainly analysed the urban development concept, identifying projects for the LAP. The main result was an awareness that there are already lots of good ideas which could be identified and seen as one strategy

Phase 3:

The new LSG focused on developing new projects.

This first section regarding the concepts Leadership and Governance describes what we learned in general from our international workshops under the different themes.



6.1.1 Definitions and assumptions

The concepts Leadership and Governance have been defined by the project partners as follows:

Leadership:

“Making the case for, and setting an agenda for openness, developing long-term vision and strategy for an open city which is compelling and influences the actions and behaviours of others”

Governance:

“Translation of such an agenda into programmes, coalitions and organisational arrangements that can deliver the vision and strategy in the long term”

Our assumption is that, whilst national governments control immigration rules, regulate labour markets and supervise other key macro-level policies, different policy competences are widely diffused amongst a range of governmental bodies and tiers. However, it is only local government leaders in cities that can articulate and co-ordinate an agenda for greater internationalisation and openness.

We identify “city leadership”/local government leaders as including both elected city leaders, senior staff officials, and the civic leadership of business, institutions, and non-governmental organisations within the city. Cities are led by teams, not by single individuals. City leadership is not just about managing a given set of direct responsibilities, but it is also about agenda setting, co-ordinating and influencing the actions of others. City leaders are responsible not just for how the city performs today and how well they manage what the city government does, but also for the future of the city, something over which they do not have complete control, but can influence through action in the present.

We developed recommendations and projects for leadership and governance:

Agenda for openness

The advantages of internationality must be fundamentally recognised, including its economic aspects. Generally, cities put forward a combination of reasons for pursuing the goal of openness.

Openness must be treated as a mainstream task and a strategic issue, i.e. it must be considered and dealt with in all aspects of municipal life. Alongside the development of own strategies, lobbying on a state and national level is also required.

An agenda for openness needs to address the following topics:

- Make the case for internationalisation and openness in the city and promote its advantages
- Communicate effectively with citizens and stakeholder organisations and win their support
- Translate the agenda into a programme of activities and governance arrangements
- Implement the programme with efficiency and effectiveness
- Advocate support and flexibility from higher levels of government
- Pursue the agenda over a long enough period and with sufficient resource mobilisation, to make change permanent and increase the quality of interventions
- Exchange information and experiences with other cities

This needs to be the agenda of the city leadership. However, these topics are rarely discussed or assessed today. This is one topic to be followed up, as we believe the agenda for openness is one key element for success.

6.1.2 Fields of action: Leadership and Governance – Urban development concept

Cooperation with the media

The media is to be incorporated into the process towards greater openness. In this way, various project objectives (e.g. family-friendliness) can be put across.

Communication with local population

To achieve openness, it is essential to convince the local population of the benefits of immigration. Current data, including that from the Openness Monitor, shows that there is a need for action here. To this end, a marketing concept is needed which builds on the current degree of openness. Possible restructuring measures and the associated pooling of responsibilities, aimed at achieving better networking and use of synergy effects, can bring us closer to a city-wide international agenda.

City marketing

It is important that the city defines a niche sector in order to position itself internationally. The task of the LSG is to identify possibilities for this niche sector.

Building competence

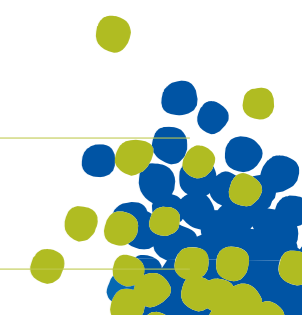
- Training of municipal personnel in intercultural competence and foreign languages
- Project: English via blended learning at the central administration office

School – Company forum to improve communication between schools and business, with the aim of boosting the allocation of internships and training vacancies, running exchange schemes for apprenticeships and giving special consideration to schoolchildren with a migration background.

Expansion of founders’ network for enhanced support and promotion of potential inside individual city quarters, to achieve more intensive and sustainable set-up activities, especially within the migrant economy. Due to their cultural background, male immigrants in particular often have a greater willingness to enter into self-employment than is the case with Germans.

Services for new international residents / workers intended to extend and intensify individual regional and culture-specific services for international workers (and also employers) in Düsseldorf. When moving to Düsseldorf to take up a new job, qualified foreign specialists in particular expect to receive support from the city administration which is tailored to their needs.

Family mentor: As a trusted third party with the same cultural and linguistic background as the family (mother) seeking support, the family mentor is specifically trained to inform about areas such as language, culture, the law, child-rearing and health and explain municipal and privately-provided services. The mentor also acts as an intermediary in dealings between the family and the authorities and helps to remove obstacles to coping with daily life. Poor language skills in many migrant families lead to difficulties on an everyday level. There is a lack of specifically targeted information on offers from the city and other sponsors and also a lack of motivation



6.1.3 Fields of action: Leadership and Governance – LSG Düsseldorf 2011

The Local Support Group in Düsseldorf developed three recommendations in the area of Leadership and Governance. The “Welcome Centre” was ranked as the top priority amongst all other topics by the members of the Local Support Group. The LSG recommends this as a major focus for the State Capital Düsseldorf to improve openness. Details have been developed to prepare for implementation.

1. Welcome Centre and optimised web presence

In Düsseldorf, numerous activities are being undertaken and valuable projects realised. However, these activities need to become more familiar to the international population. The main deficits are the diversity of information and different points of contact (from an outside perspective). For migrants and companies who are approaching the city this can lead to confusion.

As a prerequisite for a Welcome Centre, an information pool needs to be established, as a central point of contact for external communication. This also serves as a guideline on how to find further information and specific service offerings. The goal of a Welcome Centre is to create transparency. It should extend the services of the one-stop agency which is based at the Office of Economic Development and mainly supports entrepreneurs by bundling information about such things as housing, cultural events, sports, education and childcare.

A virtual form of a Welcome Centre is regarded as insufficient. It takes human beings to accomplish these tasks and a central physical location is also recommended. This could serve as a hub within the city administration and as a point of contact to take care of the needs and questions of migrants and companies which want to employ new international staff.

Furthermore, the employees in the Welcome Centre are able to offer guidelines and suggestions for migrants and companies to take targeted and, if required, pro-active action.

Nevertheless virtual support for the Welcome Centre is highly recommended. That means not simply having a translation of the website, but a full English version of the Düsseldorf Web presence.

The job profile for positions in the Welcome Centre demands intercultural sensitivity and fluency in different languages. The ideal and long-term objective is to have contact persons from different cultures. Implementation should be started as soon as possible, as this would be a huge and visible improvement for both the State Capital Düsseldorf and migrants. Virtual implementation should be started immediately, if feasible.

Other cities have already implemented comparable projects to improve their openness and transparency. Case studies are available, e.g. Hamburg and Singapore. The LSG uses case studies and lessons learnt to approach the next steps of implementation for the Welcome Centre.

2. Further development of the city’s international service orientation

The Local Support Group believes that a positive attitude shown by city administration employees with regard to intercultural competence is one key ingredient for success. A positive attitude also includes appreciation of one’s own culture as well as others. Information and cross-cultural competence are the values to be communicated and demonstrated by general behaviour. If a positive attitude is lacking, communication and relationship-building will be hindered from the start.

The need for a positive attitude also involves other organisations and inhabitants of the State Capital Düsseldorf. However, the city administration acts as a multiplier and role model. This includes the further development of intercultural and language training programmes.

3. Strong and comprehensive branding strategy for Düsseldorf

The State Capital Düsseldorf is already undertaking numerous worthwhile activities with regard to openness and attractiveness. These need to become more visible on an international scale.

Beyond the need merely to attract tourists, a strong and targeted branding strategy for the State Capital Düsseldorf is therefore needed, in order to improve marketing, visibility and reputation. This should start from a comprehensive perspective and can be broken down into specific topics in a modular way.

“When international migrants come to a city and transmit their skill set and knowledge they very often drive up standards and help encourage increased levels of entrepreneurship. At the same time the efforts of the migrant population can help make a city a more attractive place for an international population.”

6.2 Internationalisation 6.2.1 Background and research

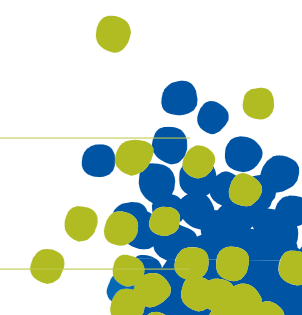
One of the key requirements in developing an internationalisation strategy is to work on attracting a diverse international population.

The most comprehensively internationalised cities seek a generalised infrastructural and quality of life improvement city-wide, as almost all types of international skill sets are demanded. Indeed, most world cities have begun to recognise the positive effects that opening up to international populations can bring. Subsequently, over the next decade, it appears that OPENCities will need to place international talent mobility policy higher up the policy agenda.

There is a reinforcing relationship between population and internationalisation; international population is both a cause and effect of internationalisation. When international migrants come to a city and transmit their skill set and knowledge they very often drive up standards and help encourage increased levels of entrepreneurship. At the same time the efforts of the migrant population can help make a city a more attractive place for an international population.

It is not solely the case that the arrival of an international population attracts foreign companies, nor that the arrival of foreign companies attracts an international population – it is an iterative process which is mutually reinforcing and in which the focus and balance is constantly changing. The contribution which migrants make has the effect of driving up the standards of all organisations working in such sectors, enabling local clustering of high-knowledge activity. Cities across the world are thus encouraging the immigration, integration and co-existence of diverse international populations as a key shaper of urban competitive advantage.

In terms of the types of population which cities are trying to attract there has been a significant amount of research undertaken by the OECD which talks about the “Global War for Talent”. It identifies three main target groups:



6.2.2 Fields of action: Internationalisation – Urban development concept

A. Corporate employees

- An ageing workforce and declining fertility rates (e.g. Japan and Western Europe) demand international replenishment of the corporate labour pool
- Multinationals and high-technology niche SMEs urgently need qualified engineers and tech-savvy professionals. High value-added global manufacturing needs workers with technical and communication skills.
- Rapid expansion of skilled corporate talent in emerging economies – India and China

B. International students

- Over 3 million international students worldwideⁱⁱ
- Rise in perceived educational quality of EU and Asian institutions
- World-leaders (London, New York and Paris) adopting proactive strategies to maintain their pre-eminence, amid threat from emerging student hubs – Singapore, Shanghai, Sao Paulo

C. R&D and academic experts

- A race for foreign staff desired for their specific expertise, language skills and familiarity with new markets.ⁱⁱⁱ
- Consensus that universities produce higher-quality intellectual property and attract better students if their staff have international experience
- Shift towards collaborative R&D, co-invention of patents and institutionalised knowledge sharing
- Singapore offers many incentives to attract high quality scientists to ensure that in future they have a higher proportion of commercialised inventions

All aspiring international cities must now see talent retention and attraction as vital to their internationalisation efforts, whether through direct incentives, immigration assistance, social and cultural support, or public-private investment in research. This global search for talent seems to focus on a narrow sub-set of the international population, and it is clear from the practical experience of the OPENCities network that there are many more groups within their international population who make a positive contribution to the city, not only from an economic perspective, but also through their social and cultural interactions.

Newcomers Events

Helping “expats” get to know their new home and find out about social, cultural and sporting life in Düsseldorf is also one of the city’s tasks. Therefore events which provide chances to exchange information and to welcome Düsseldorf’s new foreign residents and their families should be organised. These can also provide tips on topics such as further education and training, foreign-language services and help with using the municipal infrastructure (utilities, transport, municipal institutions, etc.).

Transparent and tailor-made city services

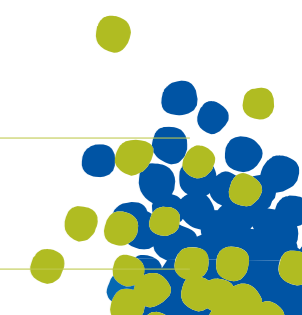
Activities are also directed at employers in Düsseldorf. An initial step aims to ensure the transparency of the spectrum of services. The second step is to offer additional services targeted at company employees responsible for personnel issues.

In the short term, the needs of those personnel departments are to be determined which are involved in the recruitment and employment of foreign staff. The main emphasis here is to be on municipal services. In addition, support is to be given for dealing with or simplifying necessary administrative processes.

To do this, the administration can build on the existing “one-stop agencies” concept for Japanese and Chinese people. The top priority is to achieve close cooperation between all municipal departments involved and the responsible regional or national authorities or institutions (e.g. district governments, employment agencies, etc.). The corresponding infrastructure has already been put in place in the Office of Economic Development. The integration of public and private partners and service providers in this network has already got under way. One objective of this project is to make visible and locatable the wide range of services already on offer in the city for foreign companies or individuals covering various subjects such as tax and legal consulting, business and communications consultancy as well as relocation and coaching. In addition, these services are to be re-organised along customer-oriented lines in order to make them more accessible. These measures are to be undertaken in the short- or medium-term.

Replication of success stories

The transfer of the exemplary “Japan” success story to other foreign groups of investors has meanwhile been achieved. The Russia Competence Centre and the China Competence Centre, both public-private-partnership projects uniting the city, the Chamber of Commerce and Industry and Messe Düsseldorf, show that services aimed at specific target groups and which are mentality- and culture-oriented contribute to the stabilisation and expansion of international investment activities. The example of the China Competence Centre clearly demonstrates that maximum effect is generated by the pooling of resources and the consolidation of competences from all involved partners, by communicating and making transparent administrative procedures, by providing native-speaker services as well as the presentation of the centre as a “one-stop agency”. Düsseldorf is currently the fastestgrowing “Chinese” location in Germany, a fact which is repeatedly attributed not only to the site and “hard” location factors, but also to the conception of unique, pooled services.



6.2.3 Fields of action: Internationalisation – LSG Düsseldorf 2011

Educational facilities

Already, much is being done for international workers and their families in the field of education. Offers range from language and integration courses to special international and foreign-language care services for small children, from schemes at Düsseldorf's schools for pupils who are not of German descent to the presence of international schools.

Events for more visibility

As an event city, Düsseldorf has already made a name for itself within Germany, not least due to its superb infrastructure. Awareness of this fact must be enhanced abroad. Each of the cities examined has tried to raise awareness through high-level international events.

India strategy

The aim is to apply the "Competence Centre" format to target land India. Economic development activities should focus more closely in future on India as an increasingly globally active economic partner. More account should be taken of the particular needs of Indian investors by collaborating with experts and existing networks. Together with potential partners, it is currently being examined how this format can be applied to India, where modifications or different procedures are required. With regard to Indian investors it is of particular importance to prepare local business and economic structures, since cooperation between companies is at the heart of Indian interests. This project is to be put into action in the short- or medium term.

International schools – Chinese branch

The basis of the holistic approach to the project is the continued further development of the educational landscape in conjunction with a need-based expansion of international educational services. Here, it is also a question of improved marketing of existing international schools. In future, communication with educational institutions is to be intensified in order to strategically position the city as an attractive location against international competition.

In this context, the city is holding discussions with the International School Düsseldorf over the possibility of establishing a branch of the school along the lines of the Chinese school system and with bilingual teaching. A needs analysis is to determine the level of demand here.

The city is supporting this and other projects also in the context of urban development, not least in the search for suitable locations and properties. While cooperation with existing foreign schools is ongoing, the establishment of a Chinese school has also been discussed. One key finding in this discussion is that new school types beyond the existing system should be developed.

The Local Support Group in Düsseldorf developed five recommendations in the area of Internationalisation.

"More cooperation between the State Capital Düsseldorf, the university and companies in Düsseldorf" was ranked as top priority in this area and as third priority amongst all other topics by the members of the Local Support Group. Details have been developed to prepare for implementation.

1. More cooperation between the State Capital Düsseldorf, the university and Companies in Düsseldorf

Current levels of cooperation between the State Capital Düsseldorf and the Heinrich Heine University could be enhanced. Both parties would benefit from intensified cooperation. Activities to achieve this have been drawn up. The goal is to enhance the attractiveness of the city and to retain students after their graduation.

- Internships and contracts for work and labour offered to students by companies in Düsseldorf would retain more students after graduation.
- Support for students who want to study in the State Capital Düsseldorf was suggested. Financial means are one of the prerequisites to receive an entry permit.
- Funding further stays in Düsseldorf after earning a degree would support longer-term retention of students.
- Marketing materials of the State Capital Düsseldorf and the Heinrich Heine University Düsseldorf are not yet coordinated. A combination of brochures and communication would add value to both parties.

2. Approval of foreign degrees / certificates

Lack of approval of foreign degrees or certificates is a major obstacle for many migrants to participation in professional life, contributing to economic success and integrating into society. The Local Support Group established that there are already numerous options available today, but these are often not known.

Therefore, possible procedures and contact points to gain approval should be made known and communicated to those who need this information. This would be a major improvement for numerous migrants and for the city to facilitate the immigration of qualified people. The city should lobby for more such approvals in order to use the full potential of the international labour market.

“Düsseldorf is focusing today on Japan, China and India. As further economies are emerging, and their importance is growing they should also be considered more carefully.”

3. Expansion of the economic development core area strategy by further emerging nations

Düsseldorf is focusing today on Japan, China and India. As further economies are emerging, and their importance is growing they should also be considered more carefully. Examples are Brazil and Turkey.

4. Düsseldorf communities, networks, alumni networks

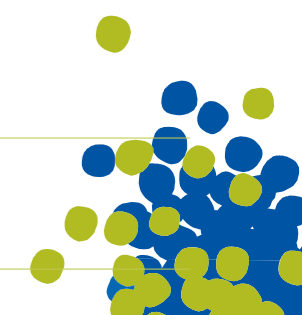
Numerous communities are active on a local scale in the State Capital Düsseldorf for international populations. Often they also act internationally and interconnect with other cities worldwide. The networks include people living in Düsseldorf currently and Düsseldorf alumni in other places such as Shanghai or Moscow. Communities offer virtual or face-to-face interaction by organising events.

The State Capital Düsseldorf should investigate whether to join these network activities or to establish its own offerings. A system of "Düsseldorf ambassadors" is to be established.

5. Activities / offerings by topic instead of by country

Current practice in Düsseldorf and many other cities is to offer activities for national groups of migrants, e.g. entrepreneurship for migrants from Turkey. However, a different approach could offer more value for participants / inhabitants. This approach should be topic-based for different nationalities, e.g. how to establish a company in Germany. The Mobile Capital Campaign is a first example for such an approach.

In order to realise this, the State Capital Düsseldorf, the Chamber of Commerce and Industry and other associations should join forces.



6.3 Integration

6.3.1 Research results and lessons learnt

Research results

The findings of our project works can be summed up as follows: The agenda around diversity, integration and inclusion is more than a moral obligation; it is a business and economic imperative. Through the examination of the approach of five distinct cities we see that diversity is an asset to be leveraged rather than a cost to be mitigated.

The city is just one of many key players in the urban ecosystem of diversity management. We can identify a total of five signification groups and briefly detail the types of role that they have been observed to play:

- National government. Sets legislation and policy frameworks as well as qualification rules and regulations
- City government. Translates national policy locally and sets appropriate strategies which link, promote and co-ordinate existing and future activities.
- Voluntary and civic sector. Less formal, culturally sensitive and grass-roots approach to diversity management.
- The private sector. A key player in the assurance of equality in procurement and the labour market.
- The media. Plays a key role in telling positive stories, recognising value and impacts even in difficult periods such as recessions.

The approach to diversity management is a complex one which needs to be co-ordinated, bottom up, top down, strategically and practically, on a local and global level. There is a requirement to look at the entire system of diversity management and create a seamless approach to leveraging the potential benefits of diversity more effectively. As the preceding section illustrates, the range and diversity of examples of good practice in promoting and managing equality is wide. The types of intervention that make a positive contribution which we can identify throughout our case studies include the following:

- Employment and labour market
- Enterprise and business development
- Childcare and support for the young
- Linguistic diversity and bilingualism
- School and adult Education
- Culture and the celebration of cultural diversity
- Trade and minority business growth.

Lessons learnt

Despite this wide spectrum, there are a number of common lessons we can draw which provide guidance for the successful management of diversity in cities. From an analysis of the case studies, ten clear principles emerge which are listed below.

- Focus on the positive contribution that international talent and migrants can make to city economies.
- The City must take a leadership role in managing diversity and inclusion.
- Innovation and flexibility is essential to effective service delivery.
- Develop your approach with the human aspect taking centre-stage.
- Scale up your successful initiatives.
- Most initiatives should work on both sides of the equation.
- International populations require targeted and differentiated approaches.
- Focus on what will work for the duration of a business cycle.
- Smart evaluation is needed to enhance effectiveness.
- Diversity management can be addressed indirectly.

We have to differentiate between the three main target groups.

- Migrants who intend to stay in Düsseldorf
- Migrants who come for a short period (expats)
- The domestic population

6.3.2 Fields of action: Integration – Urban development concept

Childcare for the under-threes:

When it comes to asserting a structural advantage as a location in comparison with the rest of the country, it is necessary to gain a top position with regard to caring for small children (under the age of three). Within the scope of the annual adjustment of youth services planning, options are to be shown how high-quality childcare services can be extended. A care rate of 50% of all children under three is to be taken as a point of reference. Professional care for young children, particularly those of working parents, lays the foundation for successful integration. Furthermore, a reliable system of supervision for this age group is the prerequisite for companies and qualified specialist staff moving to Düsseldorf from abroad.

Employee-friendly quality standards – opening times:

If it is confirmed that a need exists (surveys), “flagship projects” will be initiated in which 24-hour care centres are created, one each in the south and the north of the city. Foreign firms and specialist staff in particular expect flexible opening times, for example in childcare.

Creation of Düsseldorf family centres:

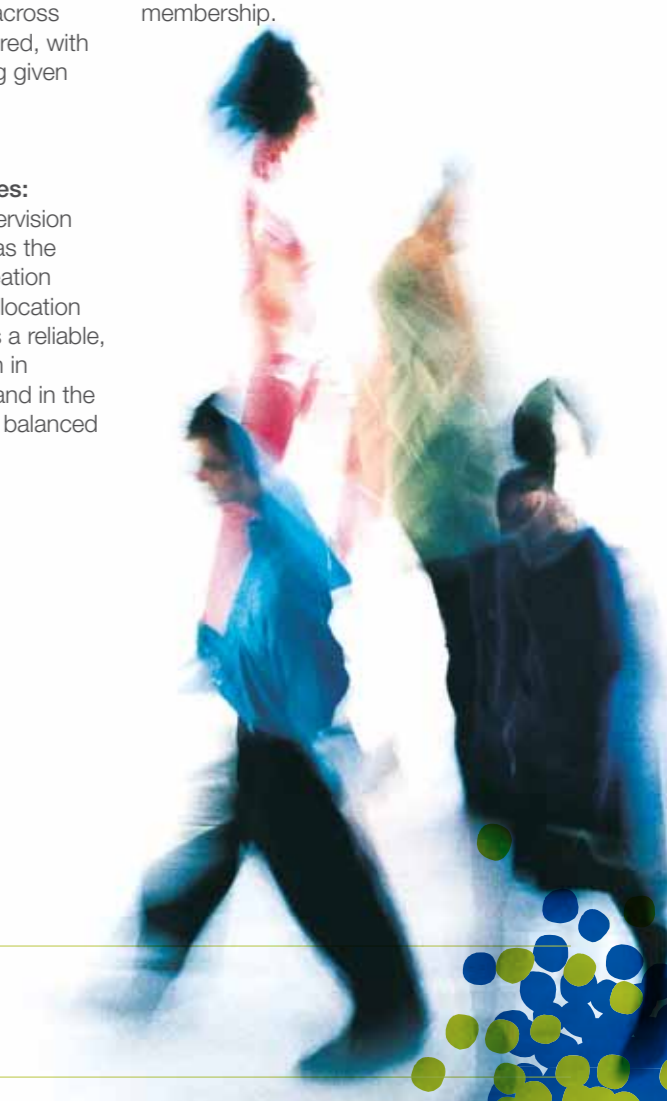
The aim is to expand every second day-care centre in Düsseldorf into a family centre (taking the total to around 150). Corresponding plans have already been agreed with the private sponsors. Opportunities for families / children / young people to integrate and participate, in underprivileged social environments especially, must be improved. Care centres and educational institutions (kindergartens, schools, youth centres) play an important role in bringing people together across cultural and national boundaries. A favourable distribution of such locations across the social environment is ensured, with tententially weaker ones being given closer attention.

Full-day care / Lunch facilities:

Need-based extension of supervision at secondary schools as well as the building of canteens and recreation rooms for pupils. A significant location factor for foreign companies is a reliable, qualified system of supervision in schools over the lunch break and in the afternoon, including a healthy, balanced meal.

Integration through sport:

The aim is to intensify integration of children from the immigrant community into the Düsseldorf sport scene. For this purpose, a sports specialist with a migration background has been recruited to the city's department of sport. The latter conducts annual surveys and tests to investigate sport and physical activity among Düsseldorf's schoolchildren and their parents. The results show clear differences in ability in sport-specific motor skills between German and non-German children, as well as startling differences with regard to sports-club membership.



6.3.3 Fields of Action Integration and Inclusion – LSG Düsseldorf 2011

The Local Support Group in Düsseldorf has developed four recommendations in the area of Internationalisation.

“Training civil society organisations for intercultural encounter” was ranked as top priority in this area and as second priority amongst all other topics by the members of the Local Support Group. Details have been developed to prepare for implementation.

a. Training civil society organisations for intercultural encounter

Currently numerous organisations undertake different kind of activities. The level of intercultural competence appears to be diverse. Activities are rather fragmented. The goal is to accept and integrate differences.

A first step is to define civil society organisations within the scope of this project. These may be associations (in the fields of sport, music, culture or economic activity), initiatives and charity organisations. Different models to improve intercultural competence are available and used in the State Capital Düsseldorf. They also include guidelines for behaviour. The models need to be collected and evaluated to improve their further use.

Targeted training of intercultural competence is recommended. This can be used to support civil society organisations and to give advice. Being well-trained in these areas also benefits civil society organisations in another important area: gaining new members. This is one advantage of offering training programmes for improved inclusion and of accepting advice. Voluntary participation of civil society organisations is an important factor for success.

b. International School in the medium-price segment

Düsseldorf is well-known for its International School. However, the International School Düsseldorf ISD e.V. serves the premium-price segment. Some conventional schools in Düsseldorf today already offer English classes and bilingual instruction.

In addition, there seems to be a need for an international school which covers the medium-price segment. This has to be explored further, and solutions for further investment have to be developed.

c. Language partners

The model of language partners is already established in Düsseldorf. Language support is provided especially to mothers of migrant families to improve fluency in the German language within the whole family.

Teams of two – tandems – are organised for a certain period of time: a mother with migrant background and a German citizen acting on a voluntary basis.

d. More inclusion of migrant organisations into city development processes

City development is currently driven by the city administration and focuses on specific countries such as Japan. However, some migrant groups have already been established for many years now and are an integral part of society and the economy in the State Capital Düsseldorf (e.g. the Dutch community

The suggestion is to include these groups more into the city development processes, by enhancing and encouraging more political participation.

7 Next Steps

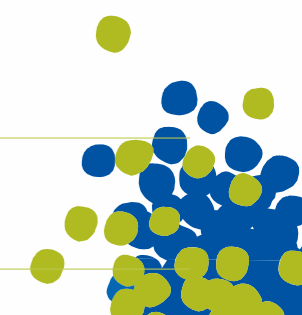
The installation of the LSG is the first visible result of the project. The fact that the various lobbyists have been brought to the table to cooperate on this subject can be considered as a target reached.

This working group is to continue to operate in an advisory capacity beyond the duration of the project to monitor and support the implementation of the suggested activities. Furthermore, the State Capital Düsseldorf will take part in the OPENCities Monitor for at least the coming two years.

“Openness is an opportunity for the city and the business location to profit from internationalisation. Communication and transparency of information are fundamental to this process.”

Consequently, the subject of openness will remain on the city's agenda in the long term. The LSG will continue to review the existing case studies. Düsseldorf was able to contribute a number of good models to the project and in so doing give tips and ideas to other project partners for their LAPs. It became apparent, especially thanks to the Monitor evaluation, that Düsseldorf is already well on the way to becoming an OPENCity. Nevertheless, there are also concrete activities which need to be targeted in future. The Monitor is a good marketing and analysis instrument and therefore well suited to driving Düsseldorf's openness objectives. The subject is not a new one for the State Capital Düsseldorf, but the emphasis placed on it by the project was a first step towards more openness.

Openness is an opportunity for the city and the business location to profit from internationalisation. Communication and transparency of information are fundamental to this process.



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City of Düsseldorf
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Office of Economic Development
Responsible: Uwe Kerkmann
Editor: Stefanie Bolten
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Stefanie Bolten
Coordinator of European Affairs

City of Düsseldorf
Office of Economic Development
International Affairs Department
Burgplatz 1
40213 Düsseldorf
Germany

phone +49-211-89-90002
email: stefanie.bolten@duesseldorf.de
web www.duesseldorf.de





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