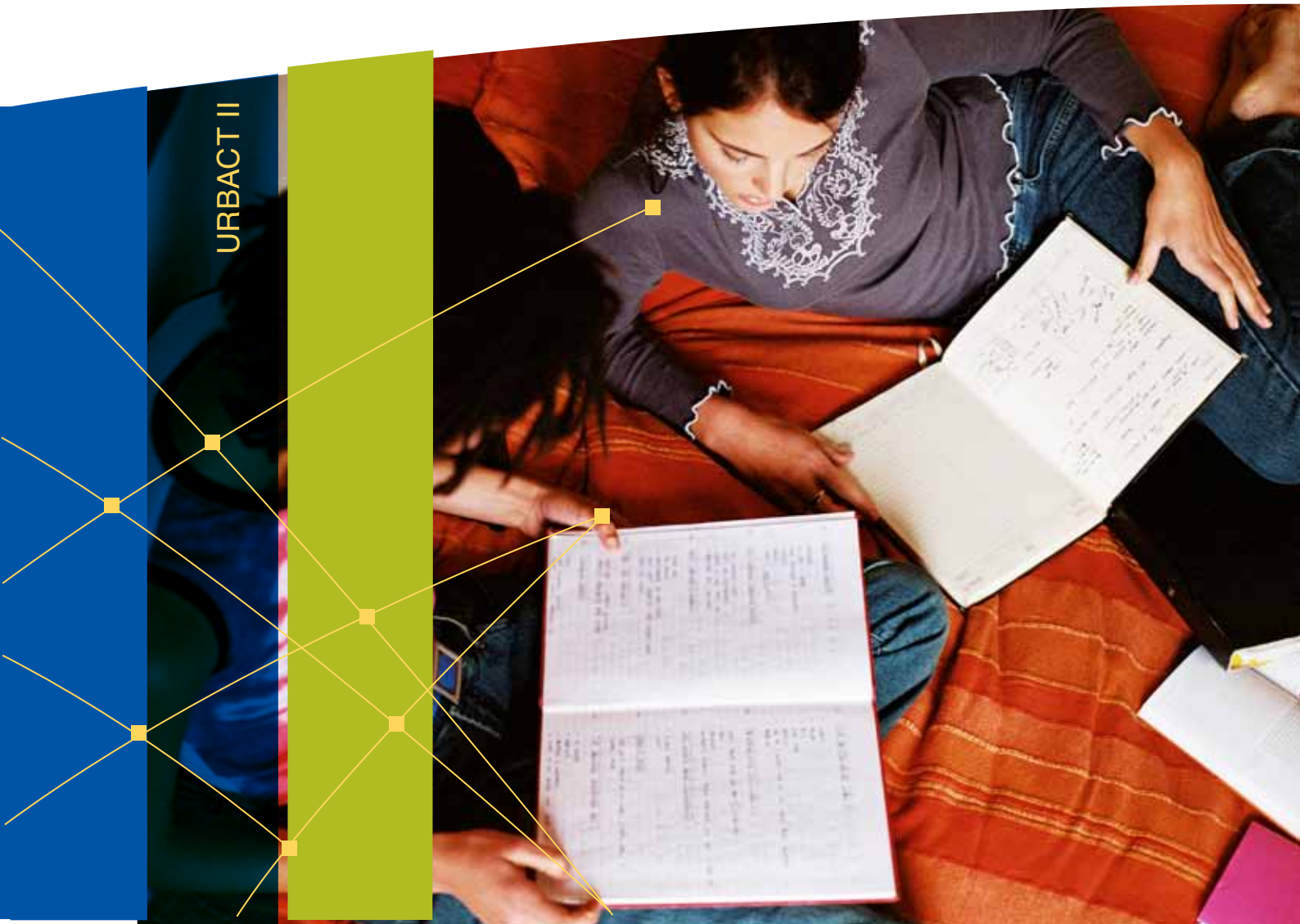


Selected Case Studies

From the OPENCities Network



Connecting cities
Building successes



Introduction

The case studies present in this report offer insights into what is required and possible at the local level to support the transition to becoming an open city. The cities involved in these projects have focussed attention on the local initiatives that have been implemented in their cities.

The OPENCities project has taken, as its starting point the propositions that:

- i. Immigration is essential for European success in a global era where Europe's birth rate is in decline and its population is ageing. Only through immigration can Europe continue to have the labour force it needs to succeed.
- ii. Europe will need immigration at various skill levels, including people with higher skills and specific capabilities, including innovators, entrepreneurs, researchers, professionals, and researchers/students.
- iii. There is intense competition for skilled and mobile people in the global economy, and Europe has to be an attractive environment to succeed.
- iv. National immigration policies will shape what levels of immigration are possible and agreed, but it is local policies and initiatives that determine how successful the settlement of immigrants is and how well population diversity is managed.

- v. Most people who move to another country move first to a city or metropolitan area, and within many countries they tend to cluster in some cities rather than others. This is partly explained by the labour market opportunities they find in such cities but also by the local environment and climate that they find in such cities: the mixture of amenities and cultural facilities, the quality of life and cosmopolitan milieu.

- vi. Some cities are more 'open' to international population flows than others by virtue of the combination of local factors that make a city more attractive and sustaining.
- vii. Local action, taken by the city governments and their partners, can contribute to a city's openness and there is now an intense interest in learning between cities on which local actions have been tested and have succeeded in this regard.

This report provides a short compendium of the key local practices that have been pursued in the European cities that have worked together in the OPENCities network, which was funded by the EU's URBACT programme. It can be read in combination with the 4 reports produced by the British Council that reflect on global practices. These are:

- Understanding OPENCities
- Internationalisation and OPENCities
- Leadership and Governance of OPENCities
- Managing Diversity in OPENCities

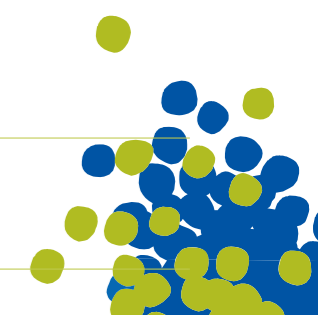
The reports can be found at www.OPENCities.britishcouncil.org. The reports include 20 global case studies on city practices linked to becoming open cities.

In this report the experiences of 8 European cities are illustrated with case studies selected by local partnerships of Public, Private, and Civic organisations, organised as Local Support Groups. The experience of our EU cities are also organised under the core themes of the OPENCities project:

- Internationalisation and OPENCities
- Leadership and Governance of OPENCities
- Managing Diversity in OPENCities

Many of the case studies show the benefits of local working and cross-sectoral leadership, and the best local projects cut across more than one theme. A common element in all of the projects is that it takes time and persistence to have a lasting effect, and policies/interventions need to be pursued across the whole of business cycle or development cycle. The cities involved in the URBACT funded EU OPENCities network have worked hard to identify and assess their own promising practices, and they have been robust in assessing what has not yet worked. The cities involved have learned a great deal from their exchanges with each other, and it is hoped that through this publication, other cities can participate in the knowledge exchange.

Greg Clark
Global Advisor
Open Cities Project



I) Integration and Inclusion:

Integration and Inclusion have proven to be the most fruitful of OPENCities' three Thematic Areas; participating cities displayed great variety in the range of their approaches and numerous worthwhile case studies of best practice emerged.

As Lead Partner, **Belfast** set a vigorous example, with an ensemble of original and effective initiatives. In 'A Shared Workplace, A Shared Future' Belfast Council collaborated with the Irish Congress of Trade Unions to make migrants' experience of the workplace one of inclusion and equality, wherein they are able to access their rights and fully participate in representational mechanisms.

Likewise, Belfast partnered effectively with the corporate sector in the 'Talk-IT Diversity and Equality Programme', developing a range of actions and tools supporting the integration of valuable migrant workers into the everyday life of the community.

Belfast also came up with a particularly unique programme, partnering with Northern Ireland's Police Service, in 'Bilingual Community Safety Advocacy', a scheme that works towards developing, in migrants, trust and confidence in the Police. Space has not allowed for its inclusion here, however a key point worth taking away from an example like Belfast's is that there is great scope for creativity and for diversity of partnership in the initiatives for integration and inclusion that can be pursued in making a city more open.

“Integration and Inclusion have proven to be the most fruitful of OPENCities' three Thematic Areas; participating cities displayed great variety in the range of their approaches and numerous worthwhile case studies of best practice emerged.”

Bilbao has pursued some carefully considered initiatives; aside from the 'Programme on Women, Health and Violence', included here and of particular interest for its gender oriented approach, Bilbao has done some very interesting work with its 'Inter-cultural Social Mediation Service' and 'Peoples of the World Festival'. The latter stands out not so much for its use of a multicultural festival as a means to foment cross-cultural appreciation and interaction. Such festivals, though potentially quite worthwhile, are a common enough strategy. Rather, the key point of interest for others is Bilbao's emphasis on the direct participation of immigrants in designing and organising the Festival, and the autonomy accorded to them in making decisions on programming activities – i.e. the process is itself a tool for empowerment and participation.

Dublin, in its 'Migrant Voters Project', offers a valuable case study of a city working to involve migrants in the political life of the community.

Cardiff's 'Supporters Trust Community Group' offers an example of a local administration taking initiative in an original and creative way on a small scale, and has the particular merit of doing so on a shoestring budget. Rather than stay with the obvious inclusion concerns about access to public services, Cardiff looked at how migrants can be helped to access other areas of community life – in this case football. The focus is very on the ground, about involving newcomers in the real life of a specific community.

Turning east, **Dusseldorf** is also developing actions which, beyond simply targeting migrants, make them part of the process and delivery. The city's 'Migrant Association Funding' initiatives set out to build the capacities of migrant associations, with a view to their participating in the design of integration policy and its implementation. Coherently, the trainers employed by the city for this capacity building are themselves of a migration background.

Farther east, **Vienna**, in its 'Integration Oriented Diversity Policy: 'Start: Wien'', offers a very complete practice, drawing together a variety of focuses. Vienna combines an approach of tailoring actions to specific individuals, with a holistic approach of coordinated actions addressing integration, through access to employment, housing, education, citizenship and language learning – supported by accompanying actions to develop intercultural sensibility and competence.

Still farther east, **Poznan** is notable as an example of unusually forward thinking about the integration and inclusion of migrants. Migrant numbers are in fact rather low in this Polish city and there is little capacity at present to attend to the needs of what foreign residents there are. However, Poznan expects to be receiving an ever-increasing influx of migrants, in conjunction with long-term projected growth rates and a drive towards greater internationalisation of the city. Poznan's administration has thus decided it needs to better equip itself now, to manage the city it is on its way to becoming. This is the motivation for Poznan's participation in the OPENCities network and its development – in collaboration with the British Council, OPENCities' non-city partner – of a Multicultural Forum as a tool for the local integration of migrants; while not included in this publication, the initiative is noteworthy for the exceptionally proactive stance that lies behind it.



1. Belfast City Council

Title:

A Shared Workplace,
A Shared Future.

Website:

www.ictu.ie/projects/
www.belfastcity.gov.uk/migrants/index.asp

Contact person:

Leish Dolan,
BCC -
DolanL@BelfastCity.gov.uk

Kevin Doherty,
ICTU -
kevin.doherty@ictuni.org

Location:

Belfast – Northern Ireland

Brief Description:

'A Shared Workplace, A Shared Future' is a programme developed by Belfast City Council in **partnership with the Irish Congress of Trade Unions** which is designed as a unique and innovative response to the challenges laid down by the movement of people across and into the European Union countries. Given that most of the experience of migrant workers living in Belfast will be shaped by their experience within the workplace, the project aims to build positive relations and to move towards a more inclusive and stable society by addressing the exploitation and vulnerability experienced by many migrant workers in their place of employment. The project assists migrant workers in identifying and asserting their rights; ensuring migrant workers have the same access to employment protections and redress as other workers. The programme provides a comprehensive approach for developing and disseminating new ways of delivering integrated inclusive and representative mechanisms for migrant workers and their families rooted in the principles of equality and social justice. Through the development of strategic partnerships, accredited training, outreach programmes and research it aims to combat discrimination and inequality experienced by migrant workers.

Objectives:

- Provision of employment advice and support for migrant workers
- Working to develop shared workplace and relationships
- Development and delivery of accredited training programmes tackling racism and sectarianism
- Increased involvement of trade union in promoting migrant rights

Main Themes:

Building a shared workplace and relationships, challenging racist and sectarian attitudes and perceptions, promoting shared culture.

“Experience shows that in countries where the violation of migrant worker rights occurs, the rights of citizens are also further constrained and under threat. A modern European city cannot ignore entire populations of people and still fulfil its role in serving all the public and making effective policy decisions.”

Needs/Issues and Problems:

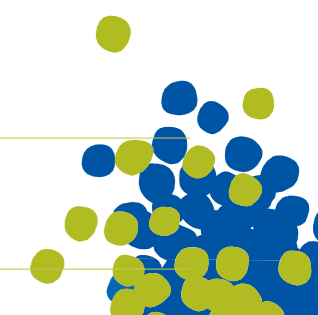
Given the recent significant changes in labour migration there is an increased need to focus on demands for the protection of migrant workers. It is because of the identification of migrants with 'migrant workers' that trade unions have a particular concern and responsibility for addressing these issues directly. Unions are often the first 'welfare agency' that migrant workers come into contact with in new countries and unions are often central in the defence of their social and economic rights in the workplace and at a political level. Women workers are increasingly making up the majority of migrant workers and are often the chief sources of income for families and therefore those most at risk of exploitation in the workplace. Experience shows that in countries where the violation of migrant worker rights occurs, the rights of citizens are also further constrained and under threat. A modern European city cannot ignore entire populations of people and still fulfil its role in serving all the public and making effective policy decisions.

Further to research undertaken by the Irish Congress of Trade Unions aimed at providing advice and guidance to migrant workers, it became clear that there was a need to enhance the rights and representation of migrant workers in the workplace. ICTU research also provided evidence that without adequate representation migrant workers found it difficult to assert their rights in the workplace. The project is also focused on encouraging migrant workers to join trade unions for increased protection in their employment and to build positive relations with other workers, which will also impact on attitudes and behaviours beyond the workplace.

The project has also worked through training interventions with trade union activists to combat discrimination and inequality experienced by migrant workers by building the capacity of the trade union movement to make informed decisions that ensure the inclusion and participation of migrant workers.

Activities of Project/ Programme/Policy:

- A permanent Migrant Workers Support Clinic providing employment rights advice and representation services has been established. Floating clinics provided at locations and events identified by partner organisations for ethnic minority groups.
- Trade union officials accompany and represent migrant workers in their workplace at industrial relations meetings.
- Training for trade union activists, which seeks to create a greater understanding of employment and welfare rights of migrant workers.
- Trade union leadership training for trade union members from a migrant worker background.
- Production of a publication exposing the myths that fuel racism.



2. Belfast City Council

Key Results and Impacts:

- Reduced exploitation of migrant workers through ensuring access to their statutory employment rights;
- Facilitation of good relationships between migrant and indigenous workers by directly addressing issues of trust, prejudice and intolerance;
- Highlighting the interdependent relationship between migrant and indigenous workers, thus helping to create more welcoming and diverse workplaces;
- Encouraging the participation of migrant workers in the trade union structures;
- Dispelling the myths that foster racist attitudes and better equip trade union activists and others to challenge racism wherever they encounter it;
- Making Belfast a more open, tolerant, shared, peaceful, stable, equitable and prosperous city.

Timescale, Funds and Source of Funds:

- 1) Duration: October 2009 - December 2010.
- 2) €86,000
- 3) EU Commission Peace III Programme (ERDF)

Project Partners/ Implementation:

Initiators:
Irish Congress of Trade Unions and the Good Relations Unit, Belfast City Council.
Decision Making/Delivery Actors: Project Board, Project Manager, Senior Supplier

Challenges or Difficulties Encountered:

- Ensuring that all migrant workers are aware of the service that the project provides.
- Dealing with cases that require representation can take considerable time and resources.
- Difficulties in helping migrant workers take disputes to the Employment Tribunal.
- Securing long-term funding to continue this type of support service for migrant workers.

Lessons Learned:

- Seek **additional funding** to pursue cases through Employment Tribunals.
- Make the training **available to more** participants.
- Seek funding for a **longer duration** of the project because there is a core need for such public services.

Brief Description:

Allstate Northern Ireland was established in Belfast in 1998 and provides high quality software development services and business process outsourcing solutions in support of its U.S parent's global operations. Currently, the company employs more than 1500 people in Northern Ireland. Allstate NI plays a strategic role in developing, transforming and maintaining the various technology platforms used within Allstate, to support it in its day to day business, looking after the different systems that you might expect one of the world's largest insurance giants to run. A significant factor in the success of Allstate NI's unprecedented growth in Northern Ireland has been the company's ability to attract, retain and develop a diverse workforce. This case study provides an insight into the tools and techniques which Allstate NI has put in place to support this diverse working environment, which not only meets the needs of migrant workers, but also encourages gender diversity and positive policies to enhance employment opportunities for disabled workers. Allstate NI's Diversity and Equality Programme has successfully integrated diversity into the organisational culture. It is not a singular programme but an ongoing, integrated corporate initiative that enhances the company's **ability to attract, motivate and retain a diverse pool of high performing employees necessary for a successful business.** Allstate NI has developed a comprehensive programme to support the integration of migrant workers and their families into the company and into Northern Ireland society.

Objectives:

- Design a "Work-IT" programme which supports migrant workers to acquire the English language skills they need in the workplace
- Successful integration of overseas staff into the organisation
- Augment the cultural life at ANI
- Enhance the ANI & NI workforce by improving the employability skills of those who do not have English as their first language

Main Themes:

Promoting Equality and Diversity in the Workplace, Welcoming Corporate Culture.

“A significant factor in the success of Allstate NI's unprecedented growth in Northern Ireland has been the company's ability to attract, retain and develop a diverse workforce.”



Needs/Issues and Problems:

ANI recruited a significant number of overseas workers whose first language was not English and who they wanted to integrate successfully into the Allstate work culture and into NI society. Working in a large organisation with 1,500 staff across two different work sites, overseas workers appeared to be finding it difficult to integrate effectively in their work teams and there was a tendency for them to group together in their native language groups during work breaks and social events. This meant that their business communication was not sufficiently developed to enable them to participate in US team selection interviews, thereby limiting their career options. Without the successful integration of these workers ANI was also at risk of losing high value opportunities to other offshore companies due to the skills shortage within the NI & UK IT sectors.

Activities of Project/ Programme/Policy:

- Allstate NI has developed a comprehensive programme to support the integration of migrant workers and their families into the company and into Northern Ireland society. Allstate NI's initial welcome pack for newly recruited migrant workers includes flight assistance, airport pick up, Allstate NI meet & greet, sourced rental accommodation with 1 month's free rent provision, assistance with setting up a local bank account and a 1 day accompanied tour of Belfast providing directions to the office, local shops and amenities, emergency services etc.
- 'Allstate NI Welcome to Northern Ireland' booklet, which reiterates much of this information and provides local maps, details of restaurants, reliable taxi firm numbers etc.
- Allstate NI engaged GEMS NI, a local publically funded training organisation, to support the development and delivery of "Language for Work" classes for all overseas workers

Key Results and Impacts:

- Increased confidence and improved communication skills for new workers feeling more valued and able to contribute more effectively to organisational goals
- Better integration into the corporate and social networks within the company
- Enhanced corporate profile and competence for Allstate NI within Allstate group as a result of commitment to Equality and Diversity
- Improved career prospects and opportunities for participants in the training programmes commensurate with their skills
- Higher levels of representation of migrant workers on internal committees and working groups
- Improved language skills through better grammar and more vocabulary specifically related to business environment

Timescale, Funds and Source of Funds:

- 1) Duration: 4 times per year since 2005
- 2) €3,000 per programme which is 40 hour programme over 10 weeks
- 3) Allstate NI funding

Project Partners/ Implementation:

Initiators:

Allstate NI

Delivery Actors:

GEMS Northern Ireland Programme Development and Training Provider (publicly funded)

Challenges or Difficulties Encountered:

- The programme needed to be flexible to hold the training at the employer's premises over lunch period to be least disruptive to the workplace. The employer gave the staff one hour and they gave their lunch hour.
- Level testing was used to gauge individual strengths and weaknesses and make sure participants were not out of their depth and could get benefit from the programme. There was a lot of emphasis put on the wishes of the participants regarding times of classes, eating times to ensure full commitment and motivation for the class and avoid drop out.
- The training was tailored to meet the needs of each group and the individual needs including work to match the business need with the individual needs.
- Each group had mixed abilities, which created its own challenges and the need for the Tutor to prepare additional material for different participants.
- The participants' actual ability did not always reflect their own perception of their ability.

Lessons Learned:

- Learning has been applied to **everyday lives** – dealing with personal affairs and promoting relationships at neighbourhood and community level.
- **Value to the company** from investing in the integration process – leading to increased billable days for staff and enhanced reputation within the Allstate group in terms of performance.



3. Bilbao City Council

Title:

Programme on Women, Health and Violence - "Health Agents"

Website:

www.bilbao.net/inmigracion/gestion.asp?codges=14&i=en

Contact person:

Claudia Emmanuel
claudia.emmanuel@ayto.bilbao.net

Location:

Bilbao – Spain

Brief Description:

The general objective of this awareness programme is to improve the health of women, where it relates to both health and wellbeing. The intention is to foster empowerment by creating spaces for communication and relations between women, preventing gender violence within couples, preventing unwanted pregnancies and providing information and guidelines for the healthy development of sexuality. The programme consists of **training a group of young women so that they can act as 'health agents'** or reference points in their own local areas, groups and social environments, disseminating and multiplying the knowledge acquired in their training and generating forums for debate and meeting points with others to tackle issues concerned with health, violence, sexuality, cultural and sexual identity, maternity and others that may be of interest to young women. Each 'health agent' organises and plans meetings to fulfil the general objectives of the programme, encouraging participation in group discussions. The meetings act as small-scale health observatories organised on an informal basis, which are just as valuable as more formal programmes.

Objectives:

- Improving the health of women in the municipality.
- Preventing violence within couples
- Preventing unwanted pregnancies
- Encouraging the empowerment of women
- Providing guidelines for the development of healthy sexuality

Main Themes:

Access to Services, Engagement with Vulnerable Groups, Health and Wellbeing

Needs/Issues and Problems:

The need for action in this area was detected following reporting of a specific case (the death of a woman following an abortion) by the Municipal Association for Women's Issues. This case created significant concern and associations in the municipality considered that it was not an isolated case. There was some evidence that there were other cases of women, especially of foreign origin, whose reproductive and sexual health habits constituted a danger to their health or even their physical safety. The need was confirmed by studies and data in the relevant field, and it was decided to take action by setting up an awareness programme in the fields of sexual and reproductive health and the prevention of violence, in the belief that the two areas were closely related.

Activities of Project/ Programme/Policy:

- PHASE I - Dissemination of the awareness programme among social organisations.
- PHASE II - Information and training for a group of 35 women to turn them into "health agents". Organisation of an appropriate TRAINING COURSE (identity, sexuality, contraception and prevention of violence)
- PHASE III - This group subsequently organises meetings on the topic of women and health in their areas of influence, and at social organisations in the municipality.
- The Equality, Co-operation and Citizenship Office of the city council helped to co-ordinate meetings.

“The programme consists of training a group of young women so that they can act as 'health agents' or reference points in their own local areas, groups and social environments, disseminating and multiplying the knowledge acquired in their training and generating forums for debate and meeting points with others to tackle issues concerned with health, violence, sexuality, cultural and sexual identity, maternity and others that may be of interest to young women.”

Key Results and Impacts:

- Number of women interested in taking part in the programme: 1000
- Number of women directly involved: 244
- Number of awareness actions implemented: 18
- Number of associations involved: 15
- Various areas affected by the programme (work, education, health, etc)
- Number of people reached with awareness actions: 5000 plus the amount of people reached via mass media (tv, among others.)
- Range of groups reached (older women, Muslims, the disabled, young women, etc)
- Different situations detected by participants in this area
- Place of origin and nationality of participants
- Radio commercials, Press articles, Programme presentation press conference
- Publication of a guide for women in 8 languages

Timescale, Funds and Source of Funds:

- 1) Duration: Nov 2008 – April 2010 (two programmes)
- 2) €20,000
- 3) Ministry of Labour and Immigration

Project Partners/ Implementation:

Initiators:
Bilbao City Council - Equality, Co-operation and Citizenship Office
Partners:
Ministry of Labour and Immigration

Challenges or Difficulties Encountered:

- Problems reconciling family and personal life. Childcare services at workshops must be provided to encourage women to take part.
- The women at whom the project is aimed first and foremost are in particularly vulnerable situations, which means that it is often difficult to ensure their participation, and a great deal of co-ordination is required.
- Participation in workshops is influenced by the drawing power of each health agent.
- Broader, more comprehensive training on the relevant issues was requested.

Lessons Learned:

- Would be advisable to consider extending the **areas where awareness campaigns are staged**, seeking to conduct them in areas where people of local and foreign origin come together. We also wish in the future to have men and women in the same forums so that we can continue working for equality.



4. Cardiff Council

Title:

Cardiff City Supporters Trust
Community Group

Website:

www.ccfctrust.org/

www.supporters-direct.org/wiki/index.php?title=Engaging_minority_groups

Contact person:

Tim Hartley –
tim.hartley@s4c.co.uk

Olga Kelly –
olga.kelly@britishcouncil.org

Location:

Brief Description:

The Cardiff City Supporters Trust (CCST) was established in 2009. It has a Community sub group one of whose aims is to provide a creative approach to integration through football in Cardiff. It has been particularly keen to develop an understanding of why certain groups do not attend Cardiff City games, and what can then be done to address any issues identified. This particular project seeks to identify some of the barriers new populations in Cardiff face in accessing private services, particularly leisure and recreation, as opposed to public service needs. The project is relatively small, and is reliant on voluntary and small-scale contributions from all sectors. However this means that it can be undertaken with **relatively few resources, and is easily transferable.**

Cardiff City Football Club is a Championship football club that plays in the 27,000 capacity Cardiff City Stadium. The Stadium is situated near the diverse districts of Grangetown, Riverside and Canton in Cardiff, areas with amongst the highest numbers of the city's international population. Despite the club's location, however, there is still an under-representation of the city's international population at games. The Cardiff City Supporters' Trust and British Council, as part of the OPENCities project decided to undertake research to gain an insight into the reasons for this.

The CCST Community Group was keen to undertake consultation with the local community, as well as survey those living in the surrounding areas to get a better understanding of why the city's international populations are less likely to attend Cardiff City games than the population as a whole, and to find out what can be done to improve the situation. The Community Group also holds events to disseminate findings, as well as to showcase the football club to new populations. The group also undertakes activities, such as football tournaments and cultural activities, to help integrate new populations into the city. An event was also held to share the survey findings with the football club, local residents, as well as organisations representing different communities in Cardiff. Full details on how the project was delivered can be seen here: www.supporters-direct.org/wiki/index.php?title=Engaging_minority_groups

“The project concentrated on the needs of migrant groups from a new perspective. Much research is undertaken at the local level with regard to the public service needs of new arrivals. However, many new arrivals in cities are young, healthy people who place little pressure on public services.”

Objectives:

- To develop a better understanding of the wider needs of international populations in Cardiff with respect to accessing leisure and recreational services.
- To provide access to experiences of popular culture in Cardiff for international populations.
- Clarify why people from the local communities may not feel welcome or participate in CCFC or football in the city;
- Source funding opportunities for further engagement;
- Agree opportunities to bring people from a wider range of backgrounds into sports and recreation activities in Cardiff.
- To host events where football crosses any perceived or real race, religious or class divide
- Develop new initiatives to work with international populations in Cardiff.

Main Themes:

Access to services, Engagement with new populations

Needs/Issues and Problems:

The project concentrated on the needs of migrant groups from a new perspective. Much research is undertaken at the local level with regard to the public service needs of new arrivals. However, many new arrivals in cities are young, healthy people who place little pressure on public services. In many cases new arrivals, and in particular economic migrants, are more interested in accessing private services. Subsequently the Cardiff City Supporters Trust Community Group will help to get a better understanding of how new communities can find private services more accessible, with transferable lessons for other sports organisations and entertainment providers.

The project is also reliant on volunteers and small contributions from all sectors.

Activities of Project/ Programme/Policy:

Consultation

- CCST representatives arranged meetings with local community groups and conducted surveys. Surveys were also conducted on a separate day outside a popular supermarket and a local 5 a side centre. There was also a mystery shopper element to the consultation with people from the community selected to attend a match and feedback experience.

Launch Event

- The information gathered from the consultation period provided the constructive dialogue for the launch event. It also provided a networking opportunity for local community groups to get together and develop relationships through the football club. To stimulate interest for the event and further break down barriers a tour of the facilities at the Cardiff City Stadium was arranged before the event. The event was held in conjunction with Kick It Out (KIO), Show Racism the Red Card (SRTRC), Cardiff City Supporters Club (CCSC) and Cardiff City Football Club (CCFC). Around 100 local people attended along with representatives of the Trust and Cardiff City management and players. SA Brain also provided sponsorship for the event.

Additional Activities

- Furthermore, a number of additional activities have been undertaken as part of the Community Group's work, including a CCST Community 5-a-side Competition and the 'New to the City' project where nine international workers and students in Cardiff who had never visited the Cardiff City Stadium were asked to attend a game and document their day through photography. The 'New to the City' project aimed at identifying how private business, such as the football club, could market themselves better to the city's international populations.



5. Dublin City Council

Key Results and Impacts:

The project has:

- Developed relationships and understanding between the football club, local community groups and new populations.
- Attracted new fans to the club, and integrated new arrivals into the city.
- Promoted the football club in terms of community cohesion.
- Improved relationships between the Trust and other organisations in Cardiff, including the Council, which has already seen the Supporters Trust being consulted on a number of issues.
- Won recognition from the UK-wide Supporters Direct movement.
- Attracted further funding from other community organisations in Cardiff.

Timescale, Funds and Source of Funds:

- 1) Duration: October 2009 - December 2010.
- 2) £1,800
- 3) British Council, local businesses

Project Partners/ Implementation:

Initiators:

Cardiff City Supporters Trust, British Council

Partners:

Cardiff Council, Kick It Out (KIO), Show Racism the Red Card (SRTRC), Cardiff City Supporters Club (CCSC) and Cardiff City Football Club (CCFC).

Challenges or Difficulties Encountered:

- The project is reliant on small scale funding, and subsequently requires volunteers to help run and manage the project.
- The project also needs to ensure that it has positive coverage in the local media.
- For the project to have a real impact it needs to ensure that all recommendations are taken forward by interested parties, including the football club and other local organisations.
- Ensuring a robust sample is used can be difficult; in particular consultation often takes place with those having prior knowledge of the club. Subsequently it is important to try to work with other community groups to ensure a correct sample of consultation participants is identified.

Lessons Learned:

- Ensure **as many partners are involved as possible**, both to help deliver the project, as well as to disseminate findings.
- How to **work with willing volunteers to deliver projects with little or no funding**. It is essential to get people involved with an interest in the subject, and helping out. In particular, because the project focussed on the football club there were a number of fans who were prepared to help, with an active interest in promoting the club and the city as an open and accessible one.
- Ensure that the target audience (in this case both the club, and international populations in Cardiff) are **willing participants**.

Title:

Migrant Voters Project

Website:

www.dublin.ie/integration

Contact person:

Cormac O'Donnell, Office for Integration - cormaco'donnell@dublincity.ie

Location:

Dublin - Ireland

Brief Description:

The Migrant Voters Campaign was led by the Office for Integration Dublin City Council. The main objective of this innovative project was to raise awareness within the immigrant community on their right to vote, the need to register to vote and the how the voting process worked on Election Day in the context of local elections 2009. The right of immigrants resident in the city to vote was quite unique in a European context where such a right is not immediately available to new arrivals in many city administrations. With over 15% of city population from a non national background and with a majority immigrant population in several inner city wards in Dublin, the opportunity was there for the immigrant voice to be heard in the future decision making of the city. The initiative was consistent with the City Councils commitment to be a key driver for integration in the city in partnership with migrant networks as part of its commitment to "Towards Integration a City Framework". Facilitating participation in the political life of the city is a key element in promoting and supporting the integration of ethnic minorities in the life of the city.

Objectives:

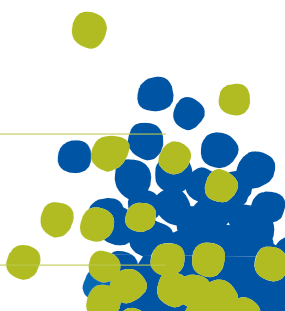
- To raise awareness in the immigrant communities in the city on their entitlement to vote in the local city elections in Dublin in 2009
- To encourage people to register to vote for the elections
- To highlight the reasons why people should vote
- To develop stronger relations between the city council and the immigrant community

Main Themes:

Leadership and Governance. Networking with immigrant groups, Political inclusion, Social inclusion and Community Development

Needs/Issues and Problems:

Dublin City Development Board led by Dublin City Council produced an integration framework plan for the city "Towards Integration" in May 2008. Research was carried out with a number of migrant focus groups across the city and through this work it was established that the majority of migrants would not know they had an automatic right to vote in the local elections regardless of their status, e.g. asylum seeker. The aim of the project was to fill this information deficit and to encourage migrants to participate in the political life of the city.



Activities of Project/ Programme/Policy:

- A steering committee of 16 migrants from 12 countries was formed to advise and support the development and implementation of the campaign.
- 75 migrants from across the city were trained to deliver voter information workshops in venues of their choice e.g. Russian School, Polish Centre, Islam centre etc. These 75 trainers then set out on a programme of delivering voters education sessions across the city in local community centres, libraries and places of worship used by migrants.
- A registration drive was carried out to get people registered across the city.
- A poster campaign was translated into 25 languages and was available on city council website to download.

“City Council has opened its door fully to the migrant communities in the city to be represented at the table where decisions on project operation, policy and practice are agreed. This positive atmosphere of mutual cooperation and respect based on principles of equality and social inclusion underpins all the work.”

Key Results and Impacts:

- City Council has opened its door fully to the migrant communities in the city to be represented at the table where decisions on project operation, policy and practice are agreed. This positive atmosphere of mutual cooperation and respect based on principles of equality and social inclusion underpins all the work.
- The vehicle for driving the process was a steering committee of 16 migrants from 12 countries representing community, religious, cultural and business interests. All decisions made were democratic and based on discussion and consultation.
- Collaboration between the city council and the migrant community was very successful.
- Strong relationships were formed between the city and migrant representatives.
- The mobilisation of migrant community leaders around a shared project proved possible and quite easy to establish once trust and mutual respect were established.
- The profile of the work carried out by the Office for Integration was greatly enhanced within the migrant community and within the council.
- The inter-group contact between representatives from the different countries was a major positive feature of the process as the this wasn't intercultural dialogue for the sake of it, this was intercultural intergroup dialogue that was required to deliver a project.

Timescale, Funds and Source of Funds:

- 1) Duration: July 2008 – June 2009
- 2) €45,000
- 3) Dublin City Council

Project Partners/ Implementation:

Initiators:
Integration Department, Dublin City Council

Partners:
Forum Polonia
Islamic Foundation of Ireland
Integrating Ireland
Chinese Business Assoc
Ireland India Council
North West Inner city Partnership
Russian Gazetta
Czech Repts
Base Youth Project
New Communities Partnership
SIPTU trade union
AKIDWA
Migrants Rights Centre
Immigrant Council of Ireland Vincentian partnership

Challenges or Difficulties Encountered:

- Problems reconciling family and personal life were the main challenge at the beginning - nothing like this had been done before. It was important that the approach was correct so that groups felt included and at ease with the Council and its plans.
- Some groups were more experienced at campaigns and projects so it was important that it was sensitive to the needs of the less developed groups.
- It was clear from the outset that the City Council would not be prescriptive around how the project would develop. Migrant groups would lead and influence the campaign in a way that suited each group and was sensitive to their culture.

Lessons Learned:

- Core principle of the project was that this programme was migrant led, as these are the people best placed to reach effectively into the target communities.
- The training provided for migrants to deliver information workshops would need to be improved. Some migrants felt that they were not competent enough after the training to do what was expected of them.
- The police force need to be included in the project from the start as they play a critical role in stamping registration forms after the 1st registration deadline has passed.
- Elected members of the City Council should engage with the participants in the programme to acknowledge the immigrant community and demonstrate a commitment to their inclusion within the decision making process of the city.



6. Dusseldorf City Council

Title:

Migrant Association Funding

Website:

www.duesseldorf.de/sozialamt.de/integration

Contact person:

Dorothea Radler,
Head of Office for Integration -
fachstelle.integration@duesseldorf.de

Location:

Dusseldorf - Germany

Brief Description:

Practice and Policy in the City of Düsseldorf views migrant associations as partners in municipal integration. This includes a funding scheme for small scale projects to promote integration and civic participation, accompanied by workshops for migrant associations in order to build a network and to qualify participating organisations for their role in integration work.

Objectives:

- Create and react to an organizational setting of OPENCities
- Network creation in order to improve openness among different migrant groups and facilitate cooperation rather than competition
- Improve outreach of integration work
- Capacity building of participating organisations and individuals
- Promote civic and political participation of migrants
- Foster a common concern and understanding of what "integration" implies for all communities

Main Themes:

Meeting Migrant Development Needs, City Leadership, Partnerships and Collaboration assessment

Needs/Issues and Problems:

The city of Düsseldorf is convinced that integration policies can only be efficient if migrants themselves are included and play a role in setting integration targets and defining their needs in dialogue with the Office for Integration and with the city commission for integration. Many migrant associations easily identify needs of their own communities, but rely mostly on inexperienced volunteers. Therefore the Office for Integration started in 2007 to set in place parallel workshops to support the capacity building interventions with partner groups so as to meet the needs of migrant groups. Besides professional experience, many organisation also lacked the social capital and network partners needed to create integrating bridges from their ethnic communities.

“The city of Düsseldorf is convinced that integration policies can only be efficient if migrants themselves are included and play a role in setting integration targets and defining their needs in dialogue with the Office for Integration and with the city commission for integration.”

Activities of Project/ Programme/Policy:

- A funding scheme for accredited migrant associations has been set in place since 2007.
- Projects that enhance migrant potential and smooth their access to the labour market, the education system and their efforts to learn the new language.
- Projects that cooperate with multiple partners (welfare agencies, integration courses, city services, other local associations or self-help groups etc)
- Projects that raise awareness among the Düsseldorf population of migrants needs and reduce negative stereotypes and discrimination (creating a more Open City)
- Projects that target particularly disadvantaged groups or promote gender equality
- Projects that operate on a low threshold and inform migrants about, or lead them to, regular municipal services.
- Projects that are open to non-members of the associations and/or include the local neighbourhood.
- Projects that increase self-awareness of their target group and enhance their capacity to interact in mainstream society.

Key Results and Impacts:

- In 2009 23 migrant organisations were granted funding. Projects submitted for funding were as diverse as a pre-school reading course for parents and children, Counselling Workshops for women seeking employment, a lecture cycle on health prevention issues and a language course for elderly migrant citizens etc.
- A series of projects funded as part of a programme to promote openness towards different communities as essential for successful integration work.
- Migrant associations are given creative freedom to design their own projects based on perceived community needs, the city policy focuses primarily on desired outcomes. Projects need to be conducted either in German or bilingually, increasing their openness towards external partners.

- The Workshops were prepared through a process of dialogue and consultation with migrant associations. The main issues included organizational development (PR strategies to raise interest in the association among different public audiences, clarifying leadership roles in migrant organisations, programme planning and management of projects, fundraising and sponsoring). Additionally the office for integration included networking aspects in the overall workshop curricula. As a result migrant associations became acquainted with potential partners for their projects.
- Apart from workshops migrant associations were offered individual internal (by the office for integration itself) and external counselling (by experienced trainers with a migration background).



7. Vienna City Council

Timescale, Funds and Source of Funds:

- 1) Duration: Annual Grant Programme operating since 2007
- 2) € 130,000 per year
- 3) Dusseldorf City Council, Office for Integration

Project Partners/ Implementation:

Initiators:

Office for Integration, Dusseldorf City Council

Partners:

23 migrant associations, network of independent migrant trainers

Challenges or Difficulties Encountered:

- The main issues included organizational development (PR strategies to raise interest in the association among different public audiences, clarifying leadership roles in migrant organisations, programme planning and project management, fundraising/sponsoring).
- Office for Integration included networking aspects in the workshop curricula. Migrant associations thus became acquainted with potential partners for their projects.
- Apart from workshops migrant associations were offered individual internal (by the office for integration) and external counselling (by trainers with a migration background).
- Not all migrant communities are equally well organized with associations. For example new Polish migrants (a community of some 6.400 persons) lack the support of any migrant associations. Due to the imbalance of economic integration and cultural integration many expatriate migrant communities (such as Chinese, Japanese, and American) do not participate in the overall network. It appears that the funding scheme is only attractive for unprivileged migrant groups.
- The activities of migrant associations can supplement professional integration services of the city but certainly not substitute them. Much effort has been made to improve cooperation among competing groups.

- Many migrant associations have difficulties to translate an abstract political ideal such as 'Integration' into practical projects. The workshops helped to clarify what this includes and to activate a creative process.
- It takes time to clarify that the funding scheme does not cover spare time activities (such as excursions to interesting tourist spots in Europe, music classes etc.) but is used exclusively for integration purposes.

Lessons Learned:

- The above-described project entails a policy of small scale funding. Some migrant associations are on the threshold of moving to more professional delivery of their activities. They require **additional sources of funding**, such as in the cultural area or in youth promotion, and the city council needs to consider their future role in this area.
- An evaluation of this policy was carried out in 2008 by students of the University of Applied Science. The evaluation encouraged the city to continue with this policy. Particular attention should be paid to questions of how to provide **suitable locales for migrant associations without centralising them** in the city. The Office for Integration prefers migrant associations to integrate into different neighbourhoods and constitute local contact persons.

Title:

Integration Oriented Diversity Policy of the City of Vienna "Start: Wien"

Website:

www.startwien.at/ma17.php?en

www.multicultural.plwww.wien.gv.at/english/social/integration/index.html

www.wien.gv.at/english/social/immigrant.htm

Contact person:

Karin König,
Department Integration and Diversity -
karin.koenig@wien.gv.at

Location:

Vienna - Austria

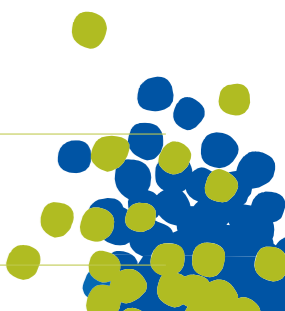
Brief Description:

Vienna's integration policy follows a clear concept based on transparent rules for immigration and integration. It focuses on a set of tailor-made integration measures for newly arrived immigrants and specific target groups such as women and youngsters. The four pillars of the concept are:

- Language learning PLUS (education and labour market orientation measures)
- Education, training and employment
- Promoting a respectful climate of living together in the city
- Measuring and evaluating progress in the field (Vienna Integration and Diversity Monitor)

“The department helps all residents of Vienna at finding the best way of living together as good neighbours. In addition to promoting language acquisition and diversity measures, MA 17 supports projects that provide advice, counselling, support and empowerment for migrants, strengthen their participation in society, and promote intercultural sensitivity and competence.”

The roof of the concept, which is depicted symbolically as a house, is a broad coalition for integration and against racism and xenophobia. The integration measures of the MA 17 – the department of the Vienna City Administration in charge of initiating measures and projects to improve equality and provide equal opportunities for migrants – aim at providing migrants with a good start in their new hometown and include language courses, information about everyday life (e.g. schools and health system) as well as support in finding work in Austria (e.g. recognition of diplomas). The department helps all residents of Vienna at finding the best way of living together as good neighbours. In addition to promoting language acquisition and diversity measures, MA 17 supports projects that provide advice, counselling, support and empowerment for migrants, strengthen their participation in society, and promote intercultural sensitivity and competence. A special focus of the department is on maintaining close ties and regular communication with immigrant organisations and associations. 'Start Wien' is one of the key integration initiatives which has been in place since October 2008 covering welcome policies, including welcome and information packages as well as mother-tongue orientation meetings focused on the labour market, with special offers for immigrant women.



Objectives:

- Vienna's integration and diversity policies are geared towards guaranteeing equal rights and chances to everyone, regardless of his/her ethnic background, and including people as equals into society and all spheres of life, such as economic maintenance and social security, education, cultural and political participation, health and housing.
- Policies focus on assisting migrants with integration and taking up residence, including language acquisition measures, education, training and orientation, counselling in specific legal matters such as residence, employment and citizenship
- Support measures to enable migrants to participate in social and political life as well as the labour market, and helping associations and initiatives to help themselves
- Work to promote intercultural sensibility and competence, through promoting the peaceful coexistence of people from different backgrounds, cooperation between different groups and raising awareness in the fields of migration/integration/diversity

Main Themes:

Networking and Integration, Labour Market Measures, Language Programmes

Needs/Issues and Problems:

Issue addressed:

- Difficulties in starting new life after immigrating to Austria, and more specifically Vienna,
- Lack of or insufficient information and orientation for the start of living in a new country/ city,
- Legal obligation to fulfil the "Integration Agreement" (obligation to learn German within a certain period of time),
- Problems of access to the labour market, no use of qualifications acquired abroad

Starting situation and context of the practice:

- Numerous services available for newcomers, but no central place to deliver a comprehensive overview and direction for an effective start and quick access to the services in place,
- Heterogeneous composition of target groups (age, educational and social background) and therefore individual coaching necessary

Activities of Project/ Programme/Policy:

- Welcome policies, including welcome and information packages as well as mother-tongue orientation meetings focused on the labour market with special offers for immigrant women: start-coaching 'Start Wien' since October 2008.
- **Start Coaching – getting a head start in Vienna.**
Start coaching is a service offered by Municipal Department 17 - Integration and Diversity (MA 17) for all new inhabitants of Vienna who received their first-time permission to stay in Austria on or after 1 October 2008.
- **Education booklet.**
This is a booklet where all the language courses, information events, counselling services, education and further training programmes that immigrants attend are recorded. The education booklet contains vouchers from the City of Vienna for German Integration Courses worth €300. It also allows immigrants to attend information events on various useful topics.

• Start Wien – Profession.

Career counselling for newly arrived immigrants is offered by the Vienna Employment Promotion Fund (WAFF) which gives information on how to gain access to the labour market in a number of languages. The employees of WAFF ask for the qualifications that immigrants have, where they worked before and discuss career plans and expectations. This information will be documented for use at the subsequent appointment with the Public Employment Service (AMS).

• Start Wien – Recognition of qualifications.

For immigrants with school or university degrees, vocational training or work experience in the country of origin this module provides information on how to get qualifications and degrees recognised in Austria. Individual advice and counselling on all relevant issues is delivered at the Recognition and Continuing Education Counselling Centre.

• Start Wien – Residence law issues.

This module discusses legal matters concerning residence in Austria (e.g. renewing residence permits, types of residence permits, etc.) and provides information on acquiring Austrian citizenship.

• Start Wien – Living together.

This module offers the opportunity to meet someone who is an immigrant him/herself and has lived in Vienna for a long time and to discuss the first experiences in Vienna in their native language and talk about first impressions of the city and the people who live there. It offers information on how to deal with everyday life in Vienna in order to help start life in Vienna with less stress and more self-confidence.

• Start Wien – Healthcare.

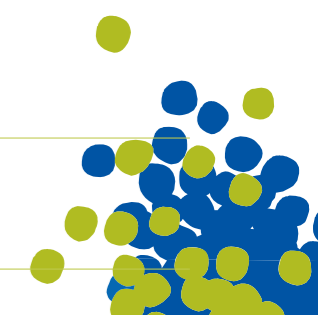
This module answers important questions concerning health care such as: What health care services are there in Vienna? How to get insurance? What is an E-Card? Are there physicians available who speak the language a person feels comfortable with? Which emergency numbers are crucial? Which medical treatments are not covered by health insurance?

Key Results and Impacts:

- Third-country nationals who settle in Vienna can enjoy strategies aimed at providing migrants with a good start in their new hometown that include language courses as well as support in finding work in Austria.
- Municipal institutions continuously work on the task of improving the accessibility and quality of their services for immigrants. The city's commitment to the diversity approach has become structurally anchored into a public administration that employs more than 60,000 people.
- Benefits are widely spread and migrants can take advantage of the municipal efforts, e.g. in accessing public/subsidized housing, undergoing medical treatment, getting support for cultural activities, enrolling in institutions of further education, having their needs reflected in neighbourhood development and urban renewal or starting a business.

Timescale, Funds and Source of Funds:

- 1) Duration: Ongoing programme started in 2008, open ended commitment
- 2) €640,000 per year for programmes plus costs of staff of integration unit
- 3) Vienna City Council



II) Internationalisation

Project Partners/ Implementation:

Initiators:

MA 17 Department of Vienna City Council

Partners:

Municipal Department 35 – Immigration, Citizenship and Registry; Vienna Employment Promotion Fund; Counselling centre for migrants; Public Employment Service Austria (AMS); Vienna Chamber of Labour; Vienna Economic Chamber

Challenges or Difficulties Encountered:

- Co-operation between institutions. Since the individual mother tongue coaching takes place only once or at most 2 times the demand for further and more in depth information had to be met in a different form; so Start Coaching – 2nd level was developed and implemented in 2009. It is a group information event moderated by MA 17 for further exchange of information and also feedback to the service that is delivered in phase 1 of the Start coaching.
- On the whole the programme is accepted very well; some 80% of the newly arrived immigrants make use of it.

Lessons Learned:

- A big challenge is to make **cooperation with the many institutions work smoothly** and efficiently, especially with regard to the big stakeholders in the area of labour market and immigration services, since these are under a lot of workload and pressure in terms of resources.
- Another big challenge is the legal conditions for immigration that are the **competence of the federal state** and can thus hardly be influenced by the province of Vienna.
- The need for a suitable system for the **recognition of qualifications** and a professional education once the person arrives in Vienna will most likely only be achieved over a long period of time and be conditioned by improvements to the institutional and legal framework, and implementation thereof, as well as the facilitation of access to procedures.

Internationalisation produced less cases, and clearly it is an area that needs to be strengthened by continual improvement in joining up social policy with economic development and promotion policies; in this regard, there is plenty to be done at all levels of administration across Europe.

OPENCities proved a useful experience, in facilitating participant city staffs' working in a more joined up way with other departments and in deepening their relationships with private sector stakeholders. In most cities more needs to be done in this direction, and the following cases are examples of how a city can take concrete actions at a local level in support of an agenda for internationalisation.

Dusseldorf's quite original

'China Goes Dus – Dus Goes China' initiative is built on a clear rationale for openness as a strategy for attracting investment and economic opportunity, and for building the competitive advantage for a city. In this case the focus was on supporting Chinese entrepreneurs and businesses in locating their activities in Dusseldorf.

Sofia's 'Invisible Communities:

Being a Foreign Woman Abroad' project, while not included here, was notable for breaking new ground by being the first such project in Bulgaria to focus on the gender dimensions of migration and internationalisation.

Vienna's 'Success

knows no Boundaries – Vienna's Economy Speaks All Languages' initiative, raises awareness amongst the local population of how foreign entrepreneurs contribute to the success of the Viennese economy as a whole, thus working to link issues of social attitudes regarding foreigners with an economic vision of the city.



8. Dusseldorf City Council

Title of Policy/Project:

China Goes Dus – Dus Goes China

Website:

www.china-goes-dus.de

Contact person:

Boris Stähly
boris.staehly@duesseldorf.de

Ping- Hui Tai
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Uwe Kerkmann
uwe.kerkmann@duesseldorf.de

Location:

Dusseldorf City Council
Germany

Brief Description:

Due to enormous economic growth in China and other factors the City of Dusseldorf intensified its work to support and develop more Chinese investors through a campaign “China goes DUS”. This action plan includes information materials in Chinese, as well as the provision of direct and individual services for Chinese companies. We hired a Chinese staff member to support Chinese companies in establishing a branch office in Dusseldorf; founded a China Competence Centre to gather together a range of necessary services and information for foreign investors and business partners. The China Competence Centre offers support for finding office or trading space, support with all the administrative procedures connected with founding a company and rights of residence, as well as offering financial support.

Objectives:

- Identify and implement initiatives that make the city internationally known, highlighting its highly developed infrastructure, the diversity of companies present there, the internationality and cosmopolitanism of the city
- Successfully attract Chinese companies to the city on the Rhine.
- Identify instruments to help with integration into local society and the business community.
- Provide assistance to Chinese investors in acquiring the necessary administrative authorizations.
- Establish the China Competence Center a one-stop agency for municipal economic development.
 - To establish good relationships with immigration authorities, providing direct access to the relevant authorities
 - Support the Chinese Community in being able to formulate issues in their own language.

Main themes:

Leadership and Governance,
Internationalisation, promoting international business

Needs, Issues, Problems:

China is one of the biggest growing economies and of major importance to the rest of the world. China has had economic contacts with Germany since 1984. Due to the different economic methods practised in China and Germany there has been careful/solid preparation for the market entry of Chinese companies into Europe. So in 2006 great value was set on the significant and promising corporate and investment concepts of the Chinese companies. DUS fair is one of the biggest fair organizers in China and China’s companies have become very effective producing high-value and technically sophisticated products. The DUS location marketing is also very useful for those domestic companies that work in and with China and are successful. Together with those firms – e.g. METRO and Henkel– to mention only a few – DUS wants to demonstrate in China that there are lots of business opportunities awaiting the Chinese in Germany.

Activities of the Policy:

One-stop agency for Chinese companies

Chinese companies wishing to locate to Dusseldorf are provided with extensive assistance.

This includes:

- Provision of information from and about Dusseldorf
- Seminars and information events
- Advice and support in the start-up phase
- Support for building up and running the company

Support for local companies

- Provision of information on China as a business location
- Organizing seminars and events dealing with business opportunities in China
- Corporate business trips to China
- Consultation about business in China

China network

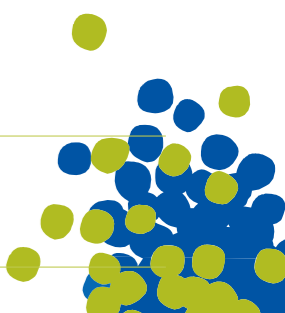
- Entrepreneurs, service providers and others from China or Dusseldorf interested in bilateral business relationships are welcome to contact our China network
- Information on the subject, news about events and other useful tips are sent to members in an e-mail newsletter

Key Results and Impact:

300 companies are located in Dusseldorf. The success rate of 120 % has mainly to be seen as result of the quality offensive “China goes DUS”. With its individual and native speaking service the China team consisting of three professionals is able to provide each investor who is aiming at build up a business in Dusseldorf with optimal and tailor made support.

DUS supported the successful location of the telecommunication service providers Huawei and ZTE. Huawei is one of the strongest growing Chinese companies with 60 thousand employees worldwide, ZTE as telecom supplier with 30 thousand employees is quoted on the stock markets of Hong Kong and Shenzhen. The strong growing number of Chinese companies in Dusseldorf (presently some 300) is already leading to chamber-like associations/organisations.

Most of the Chinese companies are based on business relationships to China and most of the products are produced in China. Therefore the companies need employees who know the market and mentality, and so Chinese people come to DUS. With their knowledge they enrich their companies and contribute to reinforcing the value of the location. Human resources play a key role in the process of globalisation and Dusseldorf wants to participate in this process.



9. Vienna

Chinese companies also engage German employees, creating new jobs and generating a win-win-situation with advantages for all participants. The German employees get to know the Chinese market and mentality. This process also offers the possibility for Chinese businessmen to build up business relationships with German companies. An increasing number of Chinese authorities are turning to Düsseldorf with a view to forming strategic partnerships for recruiting investors. Düsseldorf's marketing strategy has borne fruit in China, where awareness of Düsseldorf among the business community is increasing significantly.

“ Chinese companies also engage German employees, creating new jobs and generating a win-win-situation with advantages for all participants. The German employees get to know the Chinese market and mentality. This process also offers the possibility for Chinese businessmen to build up business relationships with German companies. ”

Timescale/Funds and Source of Funds:

The current focus on Chinese corporate and investment opportunities took off in 2006, though the timescale is open as there is no foreseen end for the project. The China Competence Centre is founded with 50,000 € per annum by Dus fair and the Chamber of Commerce (each). There is no funding from public resources. Düsseldorf city Council provides staff and premises.

Project Partners/ Implementation:

Fair Düsseldorf, Chamber of Commerce, and Office of Economic Development. The China Competence Centre is a public private partnership.

Challenges Encountered:

We faced challenges from both sides: internal from within the City Council and external from other groups.

We had to set up a network of direct contact persons, to some extent divergent from the usual administrative structures. Therefore a lot of internal networking and convincing had to be done. We had to explain repeatedly why the project was necessary.

The special needs of the Chinese had to be responded to with real actions. We had to learn to promote our soft factors to the Chinese.

External challenges were the accessibility of the Chinese market (time and distance), and the fact that we had no contact persons there in the beginning. We had to convince people and institutions to work with us. Of course we also faced intercultural challenges, and had to build confidence.

Lessons Learned:

Established **administrative structures have to be reviewed** on a regular basis.

You have to provide a foundation in your city and within your domestic population, but the **international population needs to be prepared** as well.

Take your strategic **partner on board**.

Check **your own objectives** and if necessary adjust them.

Title:

Vienna – Success Knows no Boundaries – Vienna's Economy Speaks All Languages

Website:

www.VorteilVielfalt.at

Contact person:

Monika Unterholzner,
VBA Vienna Business Agency,
European Service,
unterholzner@wwff.gv.at
T +43 1 4000 86 788

Georg Brockmeyer,
VBA Vienna Business Agency,
Press and Communication

Location:

Vienna, Austria

Brief Description:

For a period of two months, a highly visible **public awareness campaign** promotes the contribution made by migrant entrepreneurs to the economic success of the city. The campaign is the most recent element in a deliberate effort of Vienna to improve the situation of the growing migrant entrepreneur sector; a policy that has been implemented over the past years.

Objectives:

With the campaign motto 'Vienna's economy speaks all languages', the Vienna Chamber of Commerce and the Vienna Business Agency want to emphasize just how important immigrant entrepreneurs are for Vienna. In a city like Vienna, economic success must not be a matter of origin, language, skin colour or religion. What really matters is performance and initiative. And these values are shared by all entrepreneurs of Vienna, regardless of whether they are from an immigrant background or not.



Main themes:

The campaign deliberately avoids showcasing individual migrant entrepreneurs, in order not to reproduce certain clichés. Instead, the diversity of Vienna's business sector is highlighted in the public space by exhibiting in 10 languages the claim 'Success knows no boundary' (and its translation into German as a footnote).

The message is conveyed through billboards, projections on buildings alongside major thoroughfares and posters attached to trams and buses and complemented by ads in the media of migrant communities.

In addition, 25 migrant entrepreneurs have the opportunity to portray themselves and their businesses to journalists of mainstream media. The campaign uses 10 different languages, which represent both countries of origin of Vienna's immigrant population as well as world languages with a particularly eye-catching caption.

Needs/Issues and Problems:

There are two elements to this campaign that are relevant from an 'open cities' perspectives: It highlights the potential for Vienna's economic success brought about by international populations – an internationalisation issue. At the same time it is an attempt to convey to society at large that Vienna has become a city of immigration and citizens with international roots simply are part of 'us'; and to the immigrants, that they are valued and welcome – a communication leadership issue.

“25 migrant entrepreneurs have the opportunity to portray themselves and their businesses to journalists of mainstream media. The campaign uses 10 different languages, which represent both countries of origin of Vienna's immigrant population as well as world languages with a particularly eye-catching caption.”

Activities of project/ programme/policy:

The policy behind the campaign is the continued effort to improve the perspectives of businesses run by migrants. It responds to the fact that one out of three entrepreneurs in the city of Vienna comes from an immigrant background, with the total of migrant businesses numbering ca. 16,000 - many of them of considerable size and internationally active. Important elements of this policy have been:

- A groundbreaking study on the size and role of businesses with immigrant background in Vienna's economy, and on the problems these entrepreneurs are faced with, in 2007.
- The establishment of a dedicated advice and service point within the Vienna Business Agency, in combination with (EU-funded) start-up office space: MINGO Migrant Enterprise (MINGO: 'Move in and grow')
- The establishment of a diversity unit within the Vienna Chamber of Commerce and the set up of low-threshold support and information networks for migrant businesses.

Key Results and Impacts:

As the campaign has just started, its impact on the general perception of immigrants and of migrant businesses remains to be seen and at any case

will be hard to establish. One must not forget that it takes place in a city where a majority of the population is sceptical of immigration, xenophobic feelings are rampant in considerable parts of society and public campaigns like this were suspiciously absent in the last 15 or 20 years.



Timescale, Funds and Source of Funds:

The campaign ran from mid-September to mid-November 2009.

It is co-funded by the Vienna Business Agency and the Vienna Chamber of Commerce and costs 280,000 €.

Project partners/ Implementation:

The Vienna Business Agency VBA (Wiener Wirtschaftsförderungsfonds WWFF) is the City of Vienna's primary business promotion vehicle. Its mission is to boost the competitiveness of the Vienna business community by helping drive innovation and continually upgrading the city's status as a state-of-the-art business destination.

The Vienna Chamber of Commerce (WKW) represents the interest of all Viennese businesses, from one-person enterprises and small handicraft businesses to full-scale industries and the banking sector.

The campaign is carried by a consortium consisting of a PR agency, a graphic design studio and the youth magazine 'biber' run by young people of migrant background. It was devised in consultation with various immigrant community groups.

Challenges or Difficulties encountered:

The main challenge in the context of 'internationalisation' is that the actual link between the support for migrant entrepreneurs on the one hand and the various internationalisation initiatives of the city has yet to be established. That such businesses are relevant in this context is obvious: entrepreneurs with an immigrant background bring in their international roots and intercultural experience. They provide an invaluable contribution to the good networking of the city within an increasingly global world economy and strengthen the business location with their cross-border contacts. They make the Vienna location even more attractive, among others for the approximately 120 international corporations, which have established their headquarters for Eastern Europe in Vienna.

It must be noted that Vienna does not follow a single, explicit internationalisation strategy, but rather a loosely defined, generally shared and accepted vision of strengthening Vienna's role as a central European hub with a high liveability. Initiatives and strategies of various policy actors that seek to enhance the internationalisation of the city converge around this vision, but remain weakly connected. Policies that include a strong element of 'internationalisation' and which have been pursued over the last decade include, among others:

- Support for small and medium-sized enterprises which form the backbone of Vienna's economy and are often hard pressed in terms of innovation and internationalisation capacities;

- A sustained effort to further strengthen key research and innovation capacities and infrastructures in existing fields of excellence like medicine, biotechnology or ICT;
- The development of business districts with a particular appeal to transnational corporations operating in the CEEC area;
- The creation of favourable frame conditions for a highly competitive international congress and convention sector;
- International image and location marketing with the help of liaison offices in the CEEC area and representations in Brussels, Hong Kong and Tokyo;
- The ongoing effort to establish a cross-border European Region CENTROPE with partner regions and cities in the Czech Republic, Slovakia, Hungary and Austria itself.

Next to this patchwork, there is nothing like 'the' internationalisation strategy of Vienna. The city (that is also a federal state) has oversight of so many policy fields, instruments and institutional actors, and delivers quality public services and a high quality of life in an environment that is marked by prosperity and low unemployment, that sectoral internationalisation challenges can easily be met within the existing frames. As a consequence of this rather segmented policy and leadership style, Vienna has had mixed experiences with attempts for integrated, cross-policy strategies that would commit multiple players to sustained implementation efforts.

Lessons Learned:

Too early into realisation of the campaign to conclude what could have been done better.

III) Leadership and Governance

Inevitably, suitable qualities of leadership and governance are the sine qua non of any effective strategy for making our cities open, vibrant and successful places. Leadership of course takes place and is required on a number of levels – be it from mayors or other political and public sector figures, the private sector, civil society or in specific neighbourhoods and communities.

Dublin's 'Creative Alliance' offers an example of different types of leadership – the municipality, higher education, business and other neighbouring local authorities – joining together in shared cause, to make Greater Dublin a more open and competitive place.

Bilbao's 'On-Line Multilingual Resource Guide' is a case study in improving governance with IT tools; the tool automates and interconnects a range of bureaucratic formalities, provides links to related resources and does so in a range of languages clearly and accessibly. The resource has become a reference for Belfast and other cities in updating their own use of on-line tools.

“Inevitably, suitable qualities of leadership and governance are the sine qua non of any effective strategy for making our cities open, vibrant and successful places.”

Vienna's 'Integration and diversity policy' deals largely with governance, but also leadership; the municipality is mainstreaming migration and intercultural policies across all administrative units and city institutions, as well as pursuing greater diversity in the hiring practices of the city itself – thus allowing the administration to lead by example.

Dusseldorf's 'The Family Tutor' project, while not included here, is interesting for its mobilisation of women, who are from migrant communities and already well integrated, as mediators in their communities. Such women are examples of leadership too, and it is important to take away an appreciation for how leadership is a phenomenon that is manifested in a variety of ways and circumstances.



10. Dublin City Council

Title:

Creative Dublin Alliance

Website:

Currently in development see:
www.dublincity.ie

Contact person:

Economic Development Unit
(Dublin City Council) Lorna Maxwell,
lorna.maxwell@dublincity.ie,
Forward Planning and Economic
Development Unit.

Location:

Dublin - Ireland

Brief Description:

The Creative Dublin Alliance is a regional leadership alliance that was established by the Dublin City Manager in 2008 in response to the economic challenges that the city was facing. It **brings together the leaders of university, public and business and Non Governmental Organisation (NGO)** sectors operating in the city region. This Alliance is adopting and supporting initiatives that address the need to develop Dublin as an internationally open and competitive economy.



Objectives:

The Creative Dublin Alliance's ambition is to build a network of diverse urban leaders that gathers to identify, discuss and distribute solutions in response to the challenges that Dublin faces. The City Council has the responsibility for the management core and objectives while members are responsible for collaborating, bringing their expertise to projects and distributing the projects across the alliance. The Creative Dublin Alliance addresses the following challenges:

- Stepping up to the leadership challenge for the city region (in the absence of a directly elected mayor for the region). Creating a clear vision that unifies around the strengths and future potential of Dublin City Region.
- Shaping and influencing national and city policies.
- Building a Dublin Region that is supportive of its people by encouraging innovation and enterprise.
- Continuing to grow an internationally renowned higher education and research sector.
- Communicating, showing and engaging people in the variety of entrepreneurial initiatives that are occurring in the Dublin City Region.
- Encouraging an open, merit based, tolerant and inclusive society that promotes well-being.
- Developing a high quality information, communications and transport network.

Main themes:

Strengthen leadership for the city-region, improving national and international promotion of Dublin, enhancing the overall competitiveness of the city region, supporting the attraction and retention of creative people and advanced economic activities.

Activities of the Policy:

A number of strategic projects have been identified by the Creative Dublin Alliance and are currently being delivered. These include:

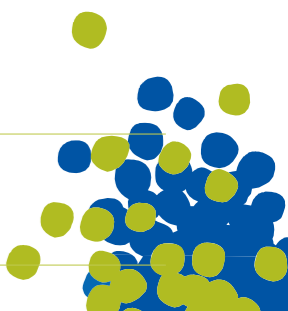
- **Innovation Dublin Festival.** In 2009, the Innovation Dublin festival was launched to promote innovation and creativity in the city. Conceived by the Creative Dublin Alliance and coordinated by Dublin City Council, the project received hundreds of ideas and submissions from Dubliners across all walks of life. The result exceeded all expectations: 40,000 visitors attended over 465 events, creating hundreds of new interactions and connections across the city. In response to this initial success, it was decided to make the festival an annual event. The key events in 2010 included an international conference on innovation and sustainable development called 'Globe Forum'¹ and the finale of IBM's SmartCamp² which aimed to find the IBM Global Entrepreneur of the Year³.

In 2011, Innovation Dublin will move into its third year. The initiative has gone from strength to strength, and has become a platform for seminars, workshops, discussions, exhibitions, performances, showcases and competitions - on all kinds of topics related to innovation and creativity. The overriding aim of the festival is to provide Dubliners - whether they're entrepreneurs, students, researchers, artists or large corporations - with an opportunity to discuss, promote and celebrate innovation in the city.

- **City Identity Project.** The Alliance is also working to develop its city identity in a manner that enhances the international recognition of Dublin as a magnet for investment and talent. Dublin has created multiple identities, communications and messages over the past few years. This has created a very fragmented story of who we are, where we're going and how we're going to get there. In 2009, the cumulative budget across the Dublin Local Authorities alone was over €1.5bn. This city needs to focus the power of this budget on a single, clear story that positively influences the reputation of Dublin.
- **Development of an Economic Action Plan³** for the Dublin city region. The Economic Action Plan sets out the key priorities for the development of Dublin as an internationally competitive city region. Its aim is to: *'position the Dublin City Region, the engine of Ireland's economy, as a significant hub in the European knowledge economy through a network of thriving sectoral and spatial clusters providing a magnet for creative talent and investment'*.

- The Dublin City Indicators Project. The Dublin City Indicators project allows for the continued monitoring of Dublin's performance in the national and international context. The project allows for comparison with other global city regions and prompts peer learning and collaboration.
- **Citizen engagement and futures thinking** – engaging with citizens on futures thinking and policy implications (the 5th province initiative) as well as a general citizen engagement initiative through the establishment of an opinion panel for the city region called 'your Dublin your voice'
- **CreativeD initiative.** CreativeD is a network based business support programme that aims to define, develop and promote the creative industries in Dublin city and county. It is part of a wider European initiative that connects a number of cities across Europe including Birmingham, Cardiff and Stuttgart. www.created.ie⁴
- **Designing Dublin:** Learning to Learn is a learning project created by Design *Twentyfirst Century*, in collaboration with the *Creative Dublin Alliance* and *Dublin City Council*. The concept is based on the **'Learning to Learn'**(L2L) model, which aims to answer the need of how we can better equip people with the skills to solve complicated problems in a much more socially inclusive and sustainable way. www.designingdublin.com

¹ www.globeforum.com/dublin
² www-05.ibm.com/ie/smarterplanet/smartcamp/
³ www.dublincity.ie/Planning/EconomicDevelopment/Pages/ReviewoftheEconomicDevelopmentActionPlan.aspx
⁴ www.yourdublinyourvoice.ie



Key Results and Impacts:

The alliance has met on a regular basis since its inception in 2008. A number of key projects have been agreed and are being delivered strengthening the city region's profile in the national and international context. The Creative Dublin Alliance is an ongoing project, which is currently in a review phase (March 2011) to gauge its impact and effectiveness.

Timescale, Funds and Source of Funds:

There is no specific fund for this initiative - the secretariat is managed through Dublin city council. It is a collaboration across multiple agencies of the city - priority projects for the city are identified where a partner member leads on the development. Budgets are allocated on a project-by-project basis. Staff time and resources are volunteered by each of the members to develop these initiatives.

Project Partners/ Implementation:

The Alliance is a joint initiative formed by a high-level leadership group which include the academic sector, with the participation of all the City universities (University College Dublin, Dublin City University, Dublin Institute of Technology, Trinity College); the business sector (Dublin Chamber of Commerce, IBEC); and different City Council departments (Office of International Relations and Research, Planning & Development); members of government agencies such as the IDA and Enterprise Ireland; and also a citizens' group led by Design Twentyfirst Century. The creative Dublin alliance defines itself as an 'Action Group'.

The roles of the partners are to contribute and share their organizational knowledge and resources to maximize the future growth potential of Dublin. Each of the members recognize the need for such an alliance in promoting design thinking, innovation and creativity within the city and to ensure Dublin can continue to grow and prosper as a highly successful and competitive international city.

Dublin City Council leads in the coordination of this alliance; the secretariat role is managed within its Economic Development and Planning section of the council. The role of each of the members is to ensure high-level engagement and organizational co-operation.

Membership also involves attendance at bi-monthly meetings, input into the discussions and the identification/ agreement of key projects on which partners can co-operate which will bring real benefit to the city region.

Challenges or Difficulties Encountered:

Some of the Challenges facing the alliance include:

- Ensuring active and equal engagement of the members.
- Securing adequate resources to effectively manage and deliver on agreed projects.
- Aligning the day-to-day work of each of the members to the Creative Dublin Alliance agenda.
- Managing the institutional knowledge held by each of the partners.
- Being 'open' and sharing research and best practice to the betterment of the city.
- Developing a culture of trust between the partners. There is a continuous need to evaluate these alliances to ensure all partners are satisfied with progress and participation.
- Demonstrating the outputs and communicating their activities to a wider audience throughout the city region.
- Ability to influence national policies

Lessons Learned:

Lessons are being learned as this is a relatively new initiative for the city - the Creative Dublin Alliance is currently undergoing a review phase.

- Importance of effectively **communicating** the Creative Dublin Alliance work to a wider audience
- This project is a unique partnership in the Irish Context, it is challenging the old institutional **mindsets** within partner organizations and setting the benchmark for new ways of working and collaboration in the city.
- While solid progress has been made the alliance is still in 'development phase' and has some way to go before it could be described as a truly effective policy vehicle for the city. While there have been successes to date, it still operates on a **goodwill** basis from each of the partners.
- The challenge of managing **multiple partners with differing expectations** in a highly complex political environment.
- The CDA achievements to date include an **agreed vision and purpose** as well as a number of collaborative projects, which have been or are in the process of being delivered.
- It is also operating the 'triple helix' model for the city region and is focusing on making Dublin into a 'global' and not just a 'national' gateway. This focus has **grown in importance** within the partnership due to the current economic circumstances of the city.

Supplementary Information:

- 1 Creative Dublin Alliance overview: www.innovationdublin.ie/images/uploads/CDA_Intro.pdf
- 2 'University Research for Innovation' - 2010, Luc E Weber & James J. Duderstadt (2010), Chapter 3 Community Engagement as Social Innovation, Dr. Ellen Hazelkorn, p63-76



11. Vienna City Council

Title:

Integration and diversity policy of the City of Vienna

Website:

www.wien.gv.at/english/social/integration/index.html
www.wien.gv.at/english/social/immigrant.htm

Contact person:

Karin König, Municipal Department Integration and Diversity (representing the unit in the Vienna OPEN CITIES Project Team)
karin.koenig@wien.gv.at, +43 1 4000 81 518

Location:

Vienna - Austria

Brief Description:

Building on a decade-long commitment in the field of immigrant integration activities, in 2002 the City of Vienna laid the foundations for a fully-fledged integration and diversity policy **anchored in the administrative structure of the city**. This policy is manifested in a welcoming attitude towards immigration, acknowledges the potentials brought about by an increasingly diverse population, and accepts migration both as a necessity and as normal for a Europeanizing and globalising city. With this bold step, Vienna's urban decision-makers re-defined immigration as a positive asset, away from the prevailing, problem and deficit oriented approach.

In the framework of this policy, all administrative units and institutions of the city are to actively pursue diversity related strategies and take the needs and aspirations of the immigrant population into account when delivering their services. The policy also strives for a pro-active, leading role of the city in all matters related to the social inclusion/ economic success of the immigrant population as well as to intercultural relations.

A key pillar of Vienna's integration and diversity policy is the Municipal Integration and Diversity Department, newly founded in 2003 and now staffed with more than 60 employees, two thirds of them having a migration background themselves. Its main task is to act as a competence centre and internal service provider who supports the administration in providing equal municipal services for all citizens. The unit provides advice on individual questions and problems, initiates model or pilot projects, provides support throughout their evaluation, and develops systems to introduce and implement diversity management in the individual units and departments of the city administration.

“ A key pillar of Vienna's integration and diversity policy is the **Municipal Integration and Diversity Department, newly founded in 2003 and now staffed with more than 60 employees, two thirds of them having a migration background themselves. Its main task is to act as a competence centre and internal service provider who supports the administration in providing equal municipal services for all citizens.** ”

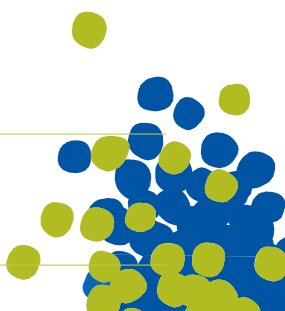
Objectives:

Vienna's integration and diversity policy is targeted towards a series of key functions that a municipality with a high immigrant inflow must fulfil:

- As a partner in processes of societal and socio-economic integration and empowerment, the city enables migrants to fully take part in the social and economic life of the receiving country.
- As a service provider, the city aims for the intercultural mainstreaming of all municipal services and activities, by increasing their accessibility and fine-tuning them to meet the different needs of its migrant clientele.
- As an employer, the city will achieve this aim even better if the diversity of the Viennese population is reflected in the staff composition of the administration.
- As a leader for civic participation and inclusion, the city furthers the involvement of migrants in public affairs, promotes acceptance of immigration and a tolerant social climate, pursues policies of anti-discrimination and mediates in conflicts with an intercultural undercurrent.

Main themes:

- Integrated settlement support for third-country nationals, ranging from accessible opportunities for language acquisition to individual counselling and needs assessment.
- Labour market integration, ranging from targeted education and further qualification measures to improved possibilities for the accreditation of foreign degrees and job placement support.
- Intercultural relations and good neighbourhood, ranging from neighbourhood development schemes to various projects fostering intercultural understanding and mechanisms for conflict mediation.
- Policy monitoring and measurement of integration, ranging from an improved knowledge base on migration-caused social change to measurement of integration processes and monitoring the development and successes of Vienna's policies.



Needs/Issues and Problems:

With the inception of its integration-oriented diversity policy the city gave an answer to Vienna's rapid demographic change and rise as a gateway city. By 2008, the proportion of the population with an immigrant background (i.e., foreign-born and/or foreign citizenship and/or at least one foreign-born parent) has risen to approx 35%. In numerous parts of the city, the immigrant population exceeds 50% of the residents, and currently about 60% of newborn Viennese are of immigrant background. Net population growth, which amounted to 15,000 to 20,000 persons in the years before 2008, stems from international migration alone. According to recent demographic forecasts, the overall share of residents of migration background will amount to more than 50% by 2030. By then, the population will also include a higher share of residents with non-European roots – as opposed to today's immigrant population that is heavily skewed towards South-eastern European (including Turkey) and Eastern European countries of origin.

Against this backdrop of continued demographic change, some basic assumptions that had traditionally informed Vienna's integration policies had to be reformulated, leading to a strong emphasis on the notion of 'diversity':

How to address immigration as

- An opportunity for growth and vitality, and not as a problem or drag on social systems;
- An enduring matter of fact, and not a transient phenomenon;
- A cross-cutting policy responsibility in a city/federal province that (in international comparison) has tremendous influence in the fields of housing, health, early childhood and adult education or local labour market coordination; and thus as a policy responsibility located at the very heart of the city's various services;
- A factor that plays an important role in the social and economic progress of an ever larger part of the citizenry, without stigmatizing the individual immigrant-citizen due to his/her background;
- Something normal in a metropolis, to be handled without alarmism, but with an acute awareness for the importance of well-managed social change and cultural pluralisation for the city's future.

Lessons Learned:

Some recent key activities can illustrate the breadth of the city's strategy:

- Welcome policies, including welcome and information packages as well as mother-tongue orientation meetings focused on the labour market with special offers for immigrant women: start-coaching 'Start Wien'.
- Initiation, promotion and funding of a wide array of German language courses according to different requirements and targeted to special groups, including voucher-based courses as part of 'Start Wien'.
- German courses for mothers of children in kindergartens and schools ('Mum learns German') that also lowers the threshold between parents of migrant pupils and the schools/ kindergartens.
- Counselling centres for labour market access, (further) education, and utilization of existing qualifications.
- Youth employment initiatives (including

counselling and language support) and comprehensive youth work.

- Support for ethnic businesses and migrant enterprise start-ups
- Neighbourhood work, in dedicated pilot schemes as well as in established community centres and neighbourhood managements.
- Community policing initiatives ('Advice & Help') in cooperation with the police department.
- Gradual implementation of 'Diversity Check', a management tool for the self-assessment of municipal departments/institutions with regard to their diversity 'fitness' and action planning.
- Implementation of an integration and diversity-monitoring framework, with a first monitoring report to be published by late 2009.
- Extension of foreign-language information in the city's media, in particular on Vienna's official website and as contribution to the European Social Database.

Key Results and Impacts:

More than half a decade since its inception in 2002-2003, the policy has led to the firm establishment of the notions of integration and diversity as mainstream responsibilities in all municipal policy fields. Today, third-country nationals who settle in Vienna can enjoy strategies aimed at providing migrants with a good start in their new hometown that include language courses as well as support in finding work in Austria. Municipal institutions continuously work on the task of improving the accessibility and quality of their services for immigrants. The city's commitment to the diversity approach has become structurally anchored in a public service body/administration that employs more than 60,000 people.

Benefits are widely spread and migrants can take advantage of the municipal efforts whether they e.g. access public/subsidized housing, undergo medical treatment, get support for cultural activities, enrol in institutions of further education, have their needs reflected in neighbourhood development and urban renewal or want to start a business. Diversity management – as an integral part of quality management in public administration and as goal for organisational adaption – will always be an enduring process with ever-new challenges, but the city clearly is on the way to becoming more responsive and open to the needs of its diverse population.

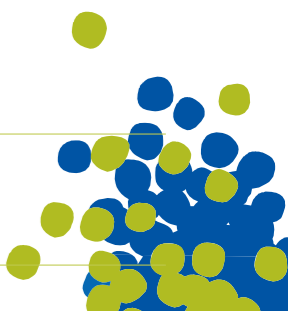
Timescale, Funds and Source of Funds:

- 1) Open-ended
- 2) The Municipal Integration and Diversity Department had a budget of about 8.7mil EUR in 2009. In addition to that, all relevant administrative units of the city will strive to integrate diversity management into their regular service delivery.

Project Partners/ Implementation:

As a crosscutting policy, the success of Vienna's integration and diversity strategies is dependent on implementation partnerships with numerous institutions and stakeholders, among them:

- Various departments of the municipal administration, in particular those with high customer contact, a high number of employees or a strategic function,
- Semi-public or non-profit institutions in the city's immediate sphere of influence, e.g. in housing, social service delivery, neighbourhood management or business support,
- Community organisations, social and human rights NGOs, civil society platforms, representatives of immigrant groups
- Business partners, business associations, chamber of commerce
- Federal authorities, among them the police, the school board, various ministries or the labour market administration.



Challenges or Difficulties Encountered:

Arguably, with its integration and diversity strategies Vienna disposes of a policy that is functionally, conceptually and substantively adequate for a city undergoing such extensive demographic change. However, in many ways the activities centred on the specific needs of immigrants have taken centre stage, and much of the energy went into intra-administrative efforts.

Moreover, the policy has had to operate in an environment of pronounced public scepticism towards immigration, restrictive federal legislation and at times strong political opposition. As a result, the policy has been silently efficient, but has remained with a rather low public profile. Its political base is still narrow, as it was developed and became implemented under the guidance of the city government. A linkage to the city's strategies for location competitiveness and its foreign relations has yet to materialize. Internationally, Vienna is not necessarily perceived as a destination city where motivated and gifted people find opportunities or prospects for a fulfilled career. As a consequence, the migration balance sheet with regard to highly skilled people and 'innovators' probably is negative for Vienna, in spite of the city's position as major business hub for Central and Eastern Europe, centre of research and higher education and host of numerous international organisations.

While bold in its ambitions, Vienna's integration and diversity policy has so far struggled to overcome its rather inverted character and to exert a decisive, outward pull in a city still not at ease with its metamorphosis towards a migration gateway.

“A linkage to the city's strategies for location competitiveness and its foreign relations has yet to materialize. Internationally, Vienna is not necessarily perceived as a destination city where motivated and gifted people find opportunities or prospects for a fulfilled career. As a consequence, the migration balance sheet with regard to highly skilled people and 'innovators' probably is negative for Vienna, in spite of the city's position as major business hub for Central and Eastern Europe, centre of research and higher education and host of numerous international organisations.”

Lessons Learned:

The Vienna Immigration Commission is intended to mitigate this situation, provide a fresh impetus to the city's efforts and to renew public and political support. With its assertion of immigration as an asset and as a manifestation of urban leadership, the Immigration Commission and its conclusions represent an important element of Vienna's OPEN Cities Local Action Plan with regard to leadership and governance.

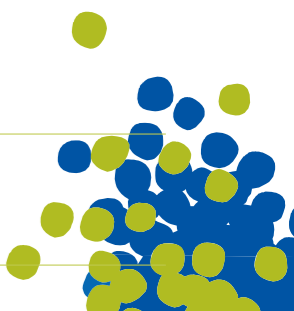
Based on a broad alliance in the council, this expert body aims to:

- Render the immigration debate more objective and less guided by emotions,
- Reflect the challenges and opportunities of future immigration against the backdrop of Vienna's immigration experience hitherto
- Formulate fields of actions and requirements for Vienna, and
- Come up with well-founded policy recommendations for the federal government.

The Commission's deliberations are guided by a three-fold acknowledgment:

1. **Vienna has immigration** – reaffirming that the city has a 40-year history of contemporary immigration, with all the responsibilities for an inclusive and diversity-oriented policy that comes with it.
2. **Vienna needs immigration** – specifying for itself and vis-à-vis the federal government the particular needs of the city in terms of migrant qualifications and humaneness in immigration rules.
3. **Vienna wants immigration** – underlining that openness towards immigration is a necessity for future growth, prosperity, vitality and competitiveness of the city, and Vienna stands to gain from well-managed immigration.

The Vienna Migration Commission started its discussion of challenges and key fields of action in June 2009. Its first report, *inter alia*, contains 28 concrete recommendations for action and was presented to the public in January 2010. Further work continued in 2010 on selected issue areas. As a result, Vienna has not only an important basis for shaping migration and social pluralisation in its own sphere of action, but can also provide significant inputs for the further development and implementation of the 'National Action Plan for Integration'.



12. Bilbao City Council

Title:

On-Line Multilingual Resource Guide

Website:

<http://www.bilbao.net/inmigracion/>

Contact person:

Claudia Emmanuel claudia.
emmanuel@ayto.bilbao.net

Location:

The Multilingual Resource Guide is on the Bilbao City Council website, and it is therefore accessible from anywhere on the Internet. www.bilbao.net

Brief Description:

In April 2008, the Bilbao City Council set up a Multilingual Resource Guide (Spanish, Basque, English, French, Arabic, Romanian and Chinese) via the municipal website, offering information of interest as regards accessing the different public services in the fields of education, health, employment, housing, social services, etc., and enabling foreigners to find out which formalities they need to comply with in order to regularise their situation.

The factor distinguishing this guide from the information that already appeared on the municipal website, is that the **formalities are systematised and interrelated, and that the language is suitably adapted**, using terms as accessible and easy to understand as possible without sacrificing accuracy. It also has links to files containing the different resources, with complete data on the same (address, telephone, fax, e-mail, etc.), a photograph and their location on a map of Bilbao.

Objectives:

To facilitate access to information on resources and services to newcomers in the municipality of Bilbao.

To improve the attention and information provided for newcomers to the municipality at the municipal information points.

Main themes:

Information on resources and services,
Information on formalities required

Needs/Issues and Problems:

The need for a Multilingual Resource Guide has been detected over the last few years, coinciding with the marked increase in the foreign population in the Municipality and consequently the increase of consultations from users of the Municipal Services requiring all types of information. This need was also clearly perceived in the Foreign Immigration Diagnosis made in July 2006. In this diagnosis, both the Municipal Social Services and the social entities (Immigrants' associations and immigrant support associations, entities working in the areas of social exclusion and unions) stressed the need for a guide of this kind. More specifically, one of the proposals was to "Draw up a guide to institutional and associative resources, geared towards both foreigners and the people responsible for providing the information, as users are constantly being referred to resources that are sometimes not the most suitable for responding to their needs."

Activities of Project/ Programme/Policy:

In setting up this guide, we have taken as a basis similar guides created by other municipalities in the Basque Country, pooling this experience with them for common benefit from the aspects that are shared in these tools and therefore valid for all the municipalities. We then adapted the guide to the specific situation of Bilbao as regards resources and services, contacting institutions and associations for this purpose, who provided us with information enabling us to complete the guide's content. The guide consists of the following sections:

The guide consists of the following sections:

- 0.1 Language selection page
- 0.2 Councillor's greeting
- 1. The City Council, closer to you
- 2. Census registration
- 3. Ordinary medical attention
- 4. Urgent medical attention
- 5. Municipal Social Services
- 6. Cash benefits
- 7. Housing
- 8. Employment
- 9. Education for your children
- 10. Education for you
- 11. Driving licence
- 12. Consulates
- 13. Associations
- 14. Public Health and Drug Addiction
- 15. Culture
- 16. Youth
- 17. Sport
- 18. Consumer Information
- 19. Internet
- 20. Public Safety
- 21. Attention for victims of violence
- 22. Residence permits
- 23. Work permits
- 24. Authorising your stay
- 25. Nationality
- 26. Asylum and refuge

To raise awareness of this tool, we have disseminated it through posters and we have given information meetings for municipal staff attending the public.



Key Results and Impacts:

The design of a tool of this nature, which adapts to the municipality's diversity by offering information in different languages, adapting the style of language and facilitating resource identification by means of photographs and maps, helps to position Bilbao as an open, welcoming city for newcomers.

The guide caters for different types of users: firstly, newcomers to the municipality, and secondly, the municipal staff who attend the public, as when a foreigner comes to them with a query, after providing the relevant explanation they can print out and hand them the details of the formalities in question in their native language. Both this function and the content of the Guide in general are extremely useful for all types of associations working with foreigners.

“The design of a tool of this nature, which adapts to the municipality's diversity by offering information in different languages, adapting the style of language and facilitating resource identification by means of photographs and maps, helps to position Bilbao as an open, welcoming city for newcomers.”

This experience has been made possible by the cooperation between Basque municipalities, using common information on resources and sharing the costs for designing the tool, thus enabling better use to be made of municipal funds. At present, this cooperation is continuing for the purpose of keeping the guides up to date.

The Resource Guide corresponds to the principles set out in the Bilbao 2012 Digital Agenda - the plan for developing the Information Society approved in October 2007 and which aims to promote citizens' and companies' access to and use of the new information and communication technologies, and to improve municipal management and services. This Agenda is part of the Bilbao City Council Governance Plan for 2007-2011, within the strategic axis 'Bilbao, intelligent territory', and it is one of the strategic lines of action of the 'Urban innovation and the digital society' objective.

Result Indicators

1. User Access To The Guide:

The Guide is well positioned in the most used search engine on the Internet, www.google.es: if a search is run using the terms "guide resources immigrants" or "guide resources immigration" in Spanish, the link www.bilbao.net/inmigracion appears 4th out of over 200,000 matches.

The calculations used by Google for this positioning are:

- Page Rank, which makes a numerical estimation of the site's quality or importance based on its popularity (specified by the number of links leading to its site, among other factors).
- Analysis of the relevance or adequacy of the page or pages within the site that best adjust to the content searched for.

2. Municipal staff training:

A total of 52 municipal employees have been made aware of the tool and have been trained in its use. They respond to the following professional profiles: auxiliaries, local police, social workers, concierges, information officers at the citizen attention offices and employment and training technicians.

Timescale, Funds and Source of Funds:

1) August 2005: first contacts for assessment and design of the Guide were established, with the towns of Getxo and Barakaldo to get to know their experience as municipalities having had a similar program, and with Eskura21, as a company that developed the tool.

March-August 2007: work for the development of the tool was carried out (once the project and the budget were approved).

May 2007: first version of the webpage, only in Spanish, was set up to check its correct functioning.

April 2008: the complete version of the guide went online, at www.bilbao.net/inmigracion/.

April 15: a press conference was held for the presentation of the Guide, and from that moment resources were spread out towards municipal services, immigrant organizations, and shops and telephone centres.

May 16: a training conference was held aimed at training local staff to publicize the scope and possibilities of this tool.

Since its launching, the evolution of the guide's contents have been monitored, and regular updates to maintain the validity and usefulness of information and data contained have been made. Likewise, the guide has been publicized through information posters aimed at bodies and businesses where the knowledge of the Guide can be multiplied, reaching as many people as possible.

2) Total Budget: 25,000 €

3) Bilbao City Council 80%, Basque Government 20%

Project Partners/ Implementation:

1. In 2006 a diagnosis was made of the immigration situation in the Municipality of Bilbao. Municipal officers and associations working in the field of immigration were interviewed in depth. It transpired from this diagnosis that there was a need to set up a tool of these characteristics.
2. In 2007 a municipal financial provision was made for setting up the Guide.
3. The Guide has already been implemented in other neighbouring City Councils, and so meetings are being held with relevant colleagues from other municipalities in order to make the best possible use of resources.
4. In 2007 we gathered all the information and contrasted it with the resources and services concerned, and we designed the tool. Collaboration with institutional resources and services and social entities.
5. In 2008 the guide was set up. It was uploaded to the municipal website and disseminated by means of a press conference and poster distribution. In 2008 the municipal staff were trained.



Challenges or Difficulties Encountered:

- Managing to provide suitable information for newcomers to the municipality within a complex system of resources, services and formalities that are run by different administrations is a challenge for the Local Government, which, being the closest administrative body to the citizens, is responsible for providing this information and ensuring it is correctly understood.
- In addition to the extensive existing network of administrative resources and formalities, over the last few years the user profile has changed, with a considerable increase in the number of foreign nationals, and it is therefore necessary for the municipal resources to adapt to the new requirements brought about by this growing diversity.
- The format of the tool designed means it only provides first-order or first-contact information within the general resource scenario in Bilbao, and other personal information resources need to be used to obtain more specific information. The resource guide therefore has a limited content by definition.
- Having chosen to create the guide in electronic format means it can only be used by people with access to an Internet connection and in contact with the new technologies.

The content of the tool requires constant updating.

Lessons Learned:

It would be a good idea to consider **increasing the number of languages** available in the Guide, and improving the **integration and complementarity** of this resource with the rest of the municipal website's content.

Conclusion

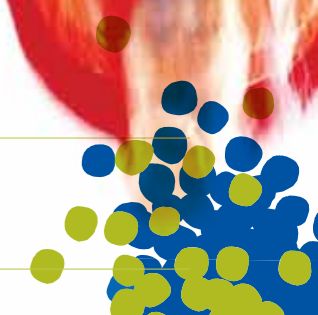
The preceding Case Studies go some ways to demonstrating the range of creativity and approaches possible in the actions cities can take, on a variety of scales, towards becoming open, vibrant and successful places.

There is admittedly a certain imbalance in the different areas of focus, with actions for Inclusion far outnumbering those for Internationalisation and Leadership and Governance.

Thus it remains evident that there is a need to go much farther in connecting more and better between policies for Inclusion, for Economic Development and for Place Promotion. OPENCities have laid down some necessary groundwork in this direction; across Europe a lot more must follow.

Ian Goldring

Lead Expert,
OPENCities





URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 300 cities, 29 countries, and 5,000 active participants. URBACT is co-financed by the ERDF Funds and the Member States.

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