

OPENCities

Best Practice Case Studies

Internationalisation



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Building successes



Contents

- 1 URBACT II Partner City: Bilbao City Council** p2
Title: Guggenheim ++ Project for showcasing at the Shanghai World Expo 2010

- 2 URBACT II Partner City - Cardiff City Council** p3
Title: Cardiff Bay Regeneration Project – International Development through Partnerships

- 3 URBACT II Partner City – Dusseldorf City Council** p6
Title: China Goes Dus – Dus Goes China

- 4 URBACT II Partner City: Poznan City Council** p8
Title: TAIZE European Young Adults Ecumenical Meeting in Poznan

- 5 URBACT II Partner City: Poznan City Council** p9
Title: Cop 14 Global Climate Change Meeting in Poznan

- 6 URBACT II Partner City: Sofia City Council** p11
Title: Invisible Communities: Being a Foreign Woman Abroad – Gender and Integration

- 7 URBACT II Partner City: Vienna City Council** p13
Title: Vienna – Success Knows no Boundaries – Vienna’s Economy Speaks All Languages

1

URBACT II Partner City: Bilbao City Council

Title: Guggenheim ++ Project for showcasing at the Shanghai World Expo 2010

Website:

<http://www.bilbao.net/nuevobilbao/jsp/bilbao/pwegb010.jsp?idioma=i&color=rojo&subtema=10&padresub=FBS&padre=HT>

Contact person: Mr. Marcos Muro, Director General of Promobisa

Location: Bilbao - Spain

Brief description: Bilbao Guggenheim ++ Project for showcasing at the Shanghai World Expo 2010. Bilbao will be attending the Shanghai Expo as a model for urban renewal, thanks to the extraordinary transformation undergone by the city over the last 25 years. The 2010 Shanghai Expo will be an excellent showcase for Bilbao, chosen from 113 proposals from 87 cities worldwide to take part in the Urban Best Practices Area – a pioneering initiative forming part of the Universal Exposition and which will feature a total of 55 projects – in the Liveable City section. ‘Better City, Better Life’ is the theme of this Universal Exposition, which focuses on urban life quality and aims to meet the challenges posed by the huge mega-cities in the future and unstoppable urban growth in the twenty-first century

Objectives:

- Promotion of the City and its transformation process
- International Networking

Main themes: Attractive City, Revitalised City, Connected City, Innovative City

Needs/Issues and Problems:

Industrial decline in 1980s led to development of a Strategic Regeneration Plan to end existing crisis, improve quality of life for residents and make Bilbao an attractive city for I/Nat populations. Several public/private organisations were created to ensure compliance with the agreed objectives: Metropoli-30 (design and co-ordinated action) Bilbao Ria 2000 (recovering degraded and abandoned industrial areas) e.g. where the Guggenheim Museum one of Bilbaos flagship projects is based. These and other organisations have developed large scale strategic plans that have revitalised the city as a new production and services centre and regenerated a new image as a world wide city of recognition.

Activities of project/programme/policy:

Bilbao Guggenheim Exhibition will take up a lot of space and require exceptional scale models of the city and various multi-media elements. Essential element will be the interrelationship between the physical and social space displaying how the transformation of the city was lead by leaders and citizens of Bilbao as well as how they have improved their quality of life. The Bilbao exhibition has 6 sections: Guggenheim Effect, River of Innovation, Before and After, Ecourbanism, Virtual Bilbao and Learning from the Past-Dreaming up the Future.

Key Results and Impacts:

Profound socioeconomic transformation, Bilbao has gone from economic crisis and 30% unemployment to having a more diversified economy, more innovative activities and full employment. Social integration has also improved significantly.

Now seen as a highly attractive river based urban development, enjoying high quality architecture and an extraordinary cultural life, with more than 1 million tourists annually. The historical centre has been spectacularly recovered and the city enjoys a mix of uses and social equilibrium. An important knowledge district is being developed.

Inner mobility has improved significantly with an extensive pedestrian system, a collective transport system underground train and tram.

The transformation has been called the 'Guggenheim Effect' and is inspiring cities across the world to develop a city project along a river, especially those to change from an industrial to a creative economy, with a model of eco-urbanism and sustainability.

Timescale, Funds and Source of Funds:

2007-10 mostly public funds, Shanghai budget currently estimated to be 2.5 million Euro.

Project partners/Implementation:

Bilbao City Council/Promobisa (public limited company for the promotion and development of Bilbao) Other partners included Regional Govt of Biscay, Iberdola, IDOM, BBK, Phillips and other companies.

Challenges or Difficulties encountered:

The greatest challenge was the large number and variety of candidatures presented. 31st August 2007 – Presentation on Initial Proposal; 31 January 2008 – Delivery of Candidature dossier; 01 April 2008 – Appointment of selected Cities. Selection Committee: UNESCO, OECD, ADB, World Bank, UNDP & others.

Lessons Learned:

Will have to evaluate at the end of the project.

2

URBACT II Partner City - Cardiff City Council

Title: Cardiff Bay Regeneration Project – International Development through Partnerships

Website: <http://www.cardiffharbour.com/harbour/learning/the%20regeneration%20project.html>

Contact person: Jonathan Day

Location: Cardiff Bay, Wales – UK

Brief description: The Cardiff Bay Regeneration Project was aimed at improving the cities international profile, whilst at the same time regenerating an area of the city that has suffered from economic and environmental deprivation. The Cardiff Bay Regeneration Project was charged with regenerating 1,100 hectares of old derelict docklands of Cardiff; to link the city centre with its waterfront and to act as a catalyst to link Cardiff's oldest multi-cultural communities with the city centre. The Regeneration Project raised Cardiff's International profile by providing the necessary leadership to co-ordinate a number of organisations in the delivery of world class projects, including iconic images and international events.

Objectives:

- To promote development and provide a superb environment in which people will want to live, work and play.
- To re-unite the city centre of Cardiff with its waterfront.
- To bring forward a mix of development which would create a wide range of job opportunities and would reflect the hopes and aspirations of the communities of the area.
- To achieve the highest standard of design and quality in all types of development and investment.
- To establish the area as a recognised centre of excellence and innovation in the field of urban regeneration.

Together these objectives would help propel Cardiff Bay as an internationally prominent destination for visitors, businesses and as a place to live.

Main themes: Sustainable communities, employment opportunities; develop transport links to the bay. Provide cultural and sporting facilities; establish area as venue for city events. Improve local environment and biodiversity of bay. Establish Cardiff as an EU capital City by promoting it on a world stage.

Needs/Issues: Docks were the main driver of economic growth particularly through trade in coal. Fall in demand for coal and subsequent decline of industry had a massive impact. Area left derelict and suffered economically, environmentally and socially.

The areas economic history and employment opportunities drew many migrant workers to work and live here. The area is now particularly deprived. The key challenges to be addressed by the Regeneration Project were to regenerate an area of high deprivation and provide a focal point for raising Cardiff's International profile. This required a re-evaluation of the cities economic, environmental and social aspirations.

Activities of project/programme/policy:

Economic and physical regeneration, International Sports Village, environmental improvements; social housing; community development; transport improvements; cultural activities and developing a civic role.

Economic and Physical Regeneration - Cardiff Bay Barrage - £220 million development creating a permanent fresh water lake and Europe's largest city centre waterfront with more than 13km of frontage for hotels, leisure facilities, businesses and new residential areas.

Cultural Activities – Millennium Centre a flagship arts and cultural venue; the Oval Basin 7000 capacity open-air arena. A £700 million International Sports Village combining sports, leisure, entertainment facilities with high quality waterfront residences, hotels, bars and retail outlets. A number of social housing schemes have also been spearheaded in the area intended to address a national shortage in affordable housing. Community Development based neighbourhood schemes have funded the involvement of local people enabling them to spend a day in the Bay through free boat and barrage tours refreshments and transport. The Bute Town Communities First Team in Cardiff aim to improve living conditions and prospects for local people by helping build a strong and sustainable community in Bute town through promoting educational events, supporting local enterprise and social, cultural and environmental projects.

Developing a Civic Role – Cardiff Council located its new headquarters in the heart of the Bay, leading the way by establishing a major public sector employment opportunity in the centre of a previously disadvantaged area. It is now home to a critical mass of national, administrative and cultural institutions such as the Welsh Assembly and Wales Millennium Centre.

Much of the land in Cardiff Bay was contaminated and unsuitable for any form of public use so remediation work has been undertaken to provide parkland and open public space as part of the regeneration programme.

Key Results and Impacts:

- The regeneration has had a significant impact on the Bay and the City. It has placed Cardiff on the International map, enhancing the image and economic well being of Cardiff and Wales as a whole. It has won numerous awards including Globe Forum Sustainable City Award.
- There was a net increase of 29000 jobs with another 14,000 since 2000-06.
- Target investment was £1.2 billion and since 2003 has secured over £1.6 billion investment. Private investment continues and between 2003-09 is estimated at over £660 million in public and private sector housing, office and retail developments.
- The city centre has been linked with the Waterfront through transport and communications infrastructure.
- An objective of 6000 new homes currently stands at 9,150 including 500 affordable homes equivalent to an investment of £32 million.
- 2,400 jobs have been created through tourism and visitor numbers have significantly with a total spend of £149 million.
- Notable key achievements include improvement of cultural attractions through creative sector investments such as the renovation of iconic Norwegian Church, construction of

Wales Millennium Centre and Cardiff Bay Visitor Centre; hosting of key events such as the Cardiff International Food and Drink Festival.

Timescale, Funds and Source of Funds:

Cardiff Bay Development Corporation established in 1987 had a budget of 2.4 billion achieved through public private investment of 1:4, every £1 of public sector money invested brought £4 private sector input. Subsequent development has been led by the private sector including retail and residential schemes. Development Corporation was formally wound up in 2000. Its responsibilities were handed to 4 successor bodies: Cardiff Council (& Harbour Authority) Welsh Development Agency, Vale of Glamorgan Council and the Countryside for Wales.

Project partners/Implementation:

Cardiff Bay Development Corporation including public and private sector representatives , Cardiff Council, Welsh Assembly, Associated British Ports, Grosvenor Waterside Ltd, Cardiff Bay Business Forum, community and business groups and public sector organisations. The responsibilities of the Development Corporation were passed to four successor bodies: Cardiff Council, Welsh Development Agency, Vale of Glamorgan Council and Countryside Council of Wales.

Challenges or Difficulties encountered:

Despite all these achievements not all the original targets have been met.

- Area has been developed in a way that was not entirely consistent with what was originally envisaged. The short comings are evident in terms of addressing issues relating to economic deprivation in neighbouring areas, community integration and some aspects of the transport links.
- It has also failed to properly engage local residents in the more deprived communities which are home to many of Cardiff's ethnic minority population and newly arrived migrant workers.
- There have been some difficulties regarding planning new residential developments ensuring they fit in with established communities. Some new developments have failed to maximise opportunities for interaction between neighbours or neighbouring communities.
- Some difficulties providing public transport to link Cardiff Bay with the city centre of particular concern for international visitors.

Lessons Learned:

- Improving the transport linkages between the city centre and Cardiff Bay itself was a key regeneration challenge. There is no direct rail link to Cardiff Bay from Central Station and visitors can find it difficult to get there.
- New developments in Cardiff have specifically targeted local communities through Jobshop, website and visits to local communities. Such activities would have helped improve the impact of Cardiff Bay on local communities. Particularly a specific activity aimed at increasing the participation of Butetowns international population.
- While some local communities were involved in the regeneration, the key focus was on securing private sector investment.
- Linking regeneration with education would help increase the impact of the regeneration on addressing deprivation in local communities. To this extent Cardiff Construction Skills Centre has been built to help local resident's access new opportunities in the construction sector arising from the project.
- It is important that such large scale projects in the future include educational organisations in governance arrangements.

3

URBACT II Partner City: 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 pinghui.tai@duesseldorf.de
Uwe Kerkmann uwe.kerkmann@duesseldorf.de

Location: City: Dusseldorf City Council
Country: Germany

Brief description of Policy/Project: Due to the enormous economic growth in China and other factors the City of Dusseldorf intensified her work to support and develop more Chinese investors through a campaign “China goes DUS”. This action plan includes information materials in the Chinese language, as well as the provision of direct and individual services for Chinese companies. We hired a Chinese staff member support Chinese companies to establish 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 branches, the internationality and cosmopolitanism of the city
- To successfully attract Chinese companies to the city on the Rhine.
- To identifying instruments to help with integration into local society and the business community.
- To provide assistance to Chinese investors in acquiring the necessary administrative authorizations.
- To 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 to be able to formulate issues in their own language.

Main themes: Not completed

Needs, Issues, Problems: China is one of the biggest growing economies 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 (only 6) and China’s companies have become very effective producing high-value and technically sophisticated products. The marketing for location of DUS is also very useful for those domestic companies which work in and with China and are successful. Together with those firms – e.g. METRO, Henkel and ThyssenKrupp – 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 Düsseldorf are provided with extensive assistance.
This includes:
 - Provision of information from and about Düsseldorf

- 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 Düsseldorf 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:

200 companies are located in Düsseldorf. The success rate of 50 % 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 submit each investor who is aiming at build up a business in Düsseldorf optimal and tailor made support.

DUS supported the successful location to the telecommunication service providers Huawei and ZTE. Huawei is one of the strongest growing Chinese company with 60 thousand co-workers worldwide, ZTE as telecom supplier with 30 thousand employees is noted on the stock markets of Hongkong and Shenzhen. The strong growing number of Chinese companies in Düsseldorf (actually 200) 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. Due to this reason Chinese people come to DUS in order to work there. With their knowledge they enrich their companies and contribute to reinforce the location. Human resources play a key role in the process of globalisation and Düsseldorf wants to participate in this process.

Chinese companies also engage German employees so that new jobs develop. Now a win-win-situation arises with advantages for all participants. The German employees get to know the German 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.

Timescale/Funds and Source of Funds:

Not completed

Project Partners/Implementation:

Messe Düsseldorf, Chamber of Commerce

Challenges Encountered:

Not completed

Lessons Learned:

Not completed

3

URBACT II Partner City: Poznan

Title: TAIZE European Young Adults Meeting in Poznan

Website: http://www.taize.fr/en_rubrique45.html

Contact person: priest Robert Korbik – Archidiecezja Poznańska, Agnieszka Nowak-Dembińska, Poznań City Hall, Wojciech Bauer, Poznań city Hall

Location: Poznan, Poland

Brief description: Taize is an ecumenical Christian monastic community located in France made up of over 100 brothers who come from Catholic, Orthodox and Protestant traditions. Each year over 100,000 young people from around the world make pilgrimages to Taize to pray, to study the bible, to make 'a pilgrimage of Trust on Earth'. The brothers of Taize and sisters of St Andrew organise an annual one week long 'European Young Adults meeting' with help from young volunteers and the host city. Young people in Poznan have asked to host the meeting for a number of years and this year the Archbishop and Poznan City Mayor invited the Taize community to Poznan.

Objectives:

- Ecumenical meeting - making people more open to different religions.
- Internal and external integration between people from Poznan and from across Europe.
- Promoting international dialogue between religions and cultures within Europe.
- Creating Poznan as an open and international city.
- Promoting Poznan City and its citizens as an international city and welcoming society.

Main themes: Ecumenical meeting
Internationalization of Poznan City and Poznan Citizens

Needs/Issues and Problems: Poznan and Polish society is rather closed with limited experience of foreigners, other cultures and ways of life. However the number of foreigners continues to grow and there is a need to support their integration. There is a need to attract others to help make Poznan an attractive and welcoming international city to live and invest in. The challenge is to support the development of the City through successful hosting of an event intended to support religious integration by building connections between people linked by spiritual faith. The hope is this event will create understanding of 'others beliefs and cultures' and challenge a biased view of immigrant minorities due to limited experience of migrants since the Second World War.

Activities of project/programme/policy: At 'welcome points' in Poznan City Centre, visitors receive a meeting programme, a transport pass, a meal card and a map to their host church. Visitors pay 70€ for everything depending on country of origin. Exception was made for City of L'Aquila who suffered from earthquakes this year. Once booked at their host church they are sent to their host families or group accommodation. The main purpose of the international "ecumenical meeting" is for young people to gather, exchange their experiences, and discover other cultures, lifestyles and religions, in the spirit of international fellowship.

Key Results and Impacts:

- Co organization of great ecumenical meeting
- Making Poznan a more international city
- Encouraging foreigners to visit Poznan again and to stay here
- Discovering Poland and it's residents
- Changing residents attitude to foreigners
- Advertising Poznan as an international and open city.

Timescale, Funds and Source of Funds:

Duration of project: 01/2009 Preparation Phase - 12/2009 Meeting Time

70€ visitors fee plus the project is implemented directly by the Taize Community with close co operation with Poznan Catholic Church, Poznan city and it's institutions.

Project partners/Implementation:

- Taize Community
- Poznan Catholic Church
- Residents (hosting guests)
- City of Poznan (Poznan City Hall) and it's internal units and institutions

Challenges or Difficulties encountered:

Cooperation between institutions of different managing cultures

Lessons Learned:

The project has only started and it is too early to say whether it will be successful.

4

URBACT II Partner City: Poznan

Title: Cop 14 in Poznan

Website: www.cop14.gov.pl

Contact person: Agnieszka Nowak-Dembińska, Poznań City Hall, Wojciech Bauer, Poznań city Hall

Location: Poznan, Poland

Brief description: Poznan hosted the 14th Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC), along with the 4th Session of the Meeting of the Parties to the Kyoto Protocol. This was the most prestigious forum of political discussion in the scope of climate protection, attracting the attention of the entire world. The Conference was organized by the Secretariat of the United Nations and hosted by the Government of the Republic of Poland and Poznan itself, while the preparations were coordinated by the Ministry of the Environment of the Republic of Poland. Two week sessions were attended by 12,000 participants: more than 190 government delegations headed by the Ministers for the Environment or Climate Change, international institutions, environmental, business and research non-governmental organizations and media. The meeting was held in Poznan International Fair Congress Centre, the largest congress center in Poland and 3rd largest in Central Europe.

Objectives:

- Preparing new propositions to prevent climate changes
- Establishing international consensus

For Poznan:

- Great prestige for the city – all international media informed about this event and Poznan
- Promoting Poznan as city prepared for organizing international events.
- Promoting city as an international congress center
- Promoting city as an open place worth visiting (City prepared many cultural, tourist and social events for participators).
- Changing foreigner's attitude to Poland and Poznan encouraging them to come here, cooperate and maybe live.

Main themes:

A prestigious high profile international meeting concerning climate change agreements of importance to the world.

For Poznan and Poland this was a key event to positively change international attitudes to Poland and Poznan.
Promoting Poznan as a modern, well developed, international city, a great place for international conferences.
Key international opportunity for encouraging foreigners to come to our city, to work and live here.

Needs/Issues and Problems:

There were 3 main issues:

1. Achieving established objectives concerning climate changes

This problem didn't directly affect Poznan city, it was more relevant to the UN, Poland, participating States and other institutions. Thankfully organizers achieved established objectives:

- initial states agreement concerning climate changes
- activation of Adopting Funds
- activation of Strategy of Poznań Technology Transfer

2. Organizing such a big event for 12, 000 participants from all over the world – different cultures, different religions, style of life, habits etc.

This issue concerned Poznan directly. Our work was mostly focused on organizational matters - accommodation, congress places, transport, etc. An important part of preparation depended on residents attitude, willingness for cooperation and their openness. Hosting 12, 000 people from all continents required professional preparation plan, and well skilled staff. A long term information campaign which was directed towards residents was very useful. Poznan citizens were well prepared for international meeting understanding all inconveniences.

Participants were very satisfied with Professional organization, but also with culinary and cultural city offer. Organizers guaranteed free transport, info points, internet access points and what was always repeated – pleasant atmosphere. All of this opinion was confirmed by media representatives. UN members stated that this meeting was the best organized conference in history though at that time it was a cold Winter December.

3. Anti-globalist organizations performances in city center

Activities of project/programme/policy:

1. Official Programme

The Conference was organized in the Center of Poznań and the programme was prepared by Secretariat of UNFCCC. The conference included official plenary sessions and meetings, but also side events and exhibits aimed at raising awareness on problems related to global climate change. Non-governmental organizations, with thousands of representatives at the conference, were especially active in this area. All matters concerned climate changes problems. This event brought 12,000 participants from over 190 countries from all over the world. Conference was placed in an extraterritorial area of 42,000 square meters under the UN jurisdiction was built. COP 14 Conference was held in a closed, protected and surrounded by fence area.

2. Poznan City offer

Poznan offered various possibilities to spend free time after a day of long and tiring discussion. There were lot of concerts, free sightseeing tours, and other tourist attractions.

Key Results and Impacts:

- Achieving established objectives concerning climate change.
- Great prestige for the city – all international media informed about this event and about Poznan city.
- Promoting Poznan as a city prepared for organizing international events.
- Promoting city as an international congress center.

- Promoting city as an open place worth visiting with many cultural, tourist and social events for participants.
- Changing international foreigners' attitude to Poland and Poznan, encouraging them to come here, cooperate and maybe live.
- Changing residents' attitude to foreigners.

Timescale, Funds and Source of Funds:

Duration of project: 1 – 12 December 2008

Funds: UN, Foreign Countries budget, Polish local and central budget

Project partners/Implementation:

The organizer (Secretariat of the United Nations Framework Convention on Climate Change, UNFCCC), the host (Government of the Republic of Poland, Poznan City) and the owner of the conference venue (Poznan International Fair)

Challenges or Difficulties encountered:

- Cooperation between institutions
- Preparing international event in closed restricted area
- Adopting conference requirements to city life
- Lack of great integration between Conference participation and residents. Lot of participants preferred spending free time in Conference centre.
- Poznan residents understanding and willingness to cooperation.

Lessons Learned:

As above.

5

URBACT II Partner City: Sofia

Title: Invisible Communities: Being a Foreign Woman Abroad – Gender and Integration

Website: www.cermes.info

Contact person: Anna Krasteva, Director of CERMES (Centre for European Refugees Migration and Ethnic Studies)

Location: Sofia, Bulgaria

Brief description: This is the first project in Bulgaria with an explicit emphasis on the gender dimension of integration. Integration through interactivity is the main focus of the project. The project itself is a learning process, an interculturality-in-action: participants from different background – Bulgarian and Chinese, Indian and Moroccan, Syrian and Nigerian, etc – organize together debates and festival, exhibitions and dances, forums and entertainments.

The approach is civic, interactive, intercultural and interdisciplinary. The process is as important as the results – during the whole project immigrants and Bulgarians reflect, discuss, experiment, enjoy together. The main emphasis is on building a democratic culture “hospitable” to the new diversity of the immigrants.

Objectives:

- Increasing public awareness of women immigration phenomena in Bulgaria.
- Promoting women immigrants rights. Immigration is discussed in terms of a cultural and economic rights perspective.
- Building the capacity of women immigrants to launch public debates on their problems. Giving immigrant women a voice is the main ambition of the project.
- Reinforcing the capacity of the women immigrant associations.
- Facilitate the dialogue between the immigrant communities and the host society.

Main themes:

- Empowering migrant women
- Participatory art and immigration
- Youth and gender
- Intercultural dialogue
- Media and public debates on immigration

Needs/Issues and Problems:

The project addresses several deficiencies concerning women immigrant issues:

- Lack of public sensitivity on the immigration issues. The public opinion is concerned with the emigration of Bulgarian citizens and quite unaware of growing impact of immigration;
- Lack of well defined state migration policy;
- Lack of self-confidence of the immigrant communities for launching a public debate on their rights and problems.

The project could not cover all the lacks; it faced mainly the first and third problems and contributed to the second one by provoking public debates.

Activities of project/programme/policy:

Women narrate themselves – 24 women, one for each month of the project told their life stories and their life projects in the Bulgarian society;

Youth for intercultural dialogue and gender equality – students from Bulgarian and Arab schools in Sofia have met for getting acquainted with each other and for inventing interactive forms of exchange;

Public Debates on women - immigrants in the double perspective of analysis and experience, meeting the discourses of both experts and immigrants;

Participatory Culture Practices – various forms (documentary films, performances, readings, workshops, etc.) which imply an active participation of immigrants and define in an innovative way the object and the subject of the cultural production;

Media for Integration and Women Rights – involving journalists in the project activities for raising their intercultural and gender awareness and publishing articles in the newspapers for promoting the project's ideas and broadening the audience;

Publication of the Book “Being a Woman Abroad” on the various figures of immigrant women in Bulgaria;

Creation of a Web - Site of the project - and discussion forum for exchanging views, opinions, and ideas;

Survey - on the Bulgarian Attitudes on Immigration for producing reliable data on how Bulgarian citizens perceive foreigners;

Key Results and Impact:

Women narrate themselves - 24 women, one for every month of the project, narrated their stories. The stories have been recorded, digitalized and translated (when necessary).

The Public Debates - attracted large and diverse audience: numerous representatives of immigrant communities, scholars, students, NGO representatives, citizens interested in cultural diversity. Several journalists attended – both as discussants and as reporters.

Media for Integration and Women Rights – involving journalists in the project activities for raising their intercultural and gender awareness and publishing articles in the newspapers for promoting the project's ideas and broadening the audience.

Survey on the Bulgarian Attitudes on Immigration - is the first one in Bulgaria on gender and integration. The results have been presented at the public debate 'Being a foreign woman in Bulgaria' and analyzed in the book.

Taste, Listen To and Enjoy Culture - A three day intercultural festival has been held containing exhibitions, films, music, dance, cuisine and was the culmination of the project .

Publication “Being a foreign Woman in Bulgaria” - on the various figures of immigrant women in Bulgaria (in print)

Timescale, Funds and Source of Funds:

September 1, 2006 - August 31, 2008

Trust for Civil society in Central and Eastern Europe

Project partners/Implementation:

The main partner of the project was *The Red House Centre for Culture and Debate*. CERMES is the academic “head”, The Red House - the public “body”.

The relations with the immigrants – individuals and *organizations* have been built on a network basis. The advantages of this organizational structure was openness and flexibility.

Media partners – newspaper “Dnevnik” and other journalists from other media plus immigrant media.

Challenges or Difficulties encountered:

This project has faced several challenges:

- Different temporalities– deadlines and meetings were not conceived in the same way by representatives of different cultures;
- Curiosity and openness are not universal either and it creates asymmetries – for instance, Bulgarians are particularly interested in Chinese, but Chinese themselves are not so interested in intercultural relations, too busy with their business and not so willing to participate in public debates;
- Women are not equally present in all communities – they are quite numerous in the Chinese and Arab communities, but almost absent from the African community;
- Women are not equally active in all communities – Arab ladies lead all the two women associations and the journal “Maraya”. There is no Chinese association;
- There is a small core of very active women who take part in almost all forums. This fact though positive in itself could bias the whole picture, marking the general panorama by the specific blueprint of a few individuals;
- On one hand, most of the problems of the immigrants depend on the Bulgarian institutions. On the other hand, institutions do not attend regularly and actively forums organized by civil society actors and do not feel very much concerned by the proposals of the latter.

Lessons Learned:

Empowering migrant women is a long term process. The way is as important and gratifying as the final destination. Integration needs hard work, but even more imagination and creativity. Every step and success stimulates new energies.

6

URBACT II Partner City: Vienna

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
brockmeyer@wwff.gv.at T +43 1 4000 86 736

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.

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 ground-breaking 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 runs 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 through 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 livability. 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, Hongkong 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.



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* Eastern energy, Western style



City of Vienna



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