OPENCities

Best Practice Case Studies

Leadership and Governance

Contents

The following collection of case studies were collated by partner cities in the URBACT Funded OPENCities project and from research commissioned by external experts to feed into the discussion process on the themes of Leadership and Governance and how this contributed to open-ness and helping to create and open city.

Connecting cities
Building successes

Situated over just 921km2 in Eastern Ireland, the Dublin city-region (Greater Dublin Area) comprises four city/county council administrative areas and has a population of 1.2 million. The city itself – home to 500,000 people - is at the centre of a small but expanding metropolitan region which is home to almost half of Ireland's national GDP (€60 billion). The city-regional population is set to rise by 440,000 by 2021, alongside an anticipated 50% increase in economic activity.
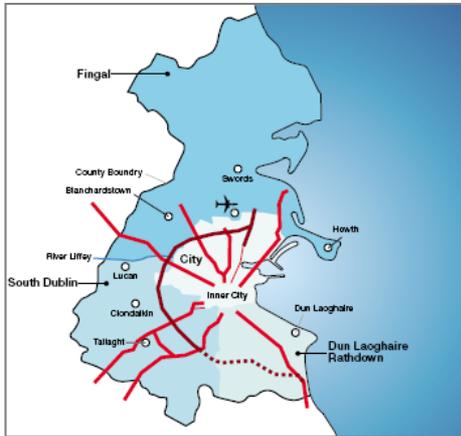
Dublin has emerged as a vibrant European city-region functioning as Ireland's primary gateway to the global economy, marked by a decisive shift from traditional manufacturing sectors to high value-added financial and professional services, knowledge and retail sectors. The city-region has established itself a world leader in software development, and despite the economic recession, Dublin's consistently high productivity levels ensure it remains competitive regionally and capable of attracting inward investment.

Dublin's economic transformation has presented many challenges in the spheres of spatial planning, transport, migrant integration and shifting demography. While Dublin has been the key growth driver of the national economy, its success has led to urban sprawl well beyond the city-region, resulting in long-distance commuting, suburban congestion, and greenfield sites remote from existing social infrastructure. For the city-region to achieve sustainability, its future growth demands a focus on higher density development aided by enhanced public transport. Elsewhere unemployment remains a serious challenge as skill development lags behind the ambition to anchor the city-region firmly to knowledge-based sectors. Many of its European competitors have deeper skills bases and superior infrastructure than is currently available in Dublin. While some progress has been made in developing co-ordinated strategies to tackle new challenges, regional-level implementation has yet to be consolidated beyond isolated programmes.

KEY AREAS OF GLOBAL STRENGTH

Capital status - As international capital of a small country, Dublin has the political and institutional requirement to play a central role in the economic, social and cultural life of the country.

International connectivity – Dublin's port and airport are a crucial gateway for access to the EU and the Western Hemisphere; connectivity to and through the city-region will continue to be a matter of national importance and be carefully managed

Strong knowledge economy assets – The city is home to a high concentration of institutes of Higher Education and Research and Development and scientific know-how in both public universities and private research and innovation organisations.

Vibrant and open identity – A traditionally warm and welcoming culture is supported by excellent entertainment and sporting opportunities which combined with the city's strong historical and cultural identity render Dublin an attractive and liveable city

International outlook – Dublin's policymakers have recognised early that it is in competition with other international knowledge hubs in the spheres of IT, bio science, financial services, creative industries, retail, high-tech investment, and tourism, rather than with other gateways in Ireland.

KEY CHALLENGES TO GLOBAL COMPETITIVENESS

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The emergence of the 'Celtic Tiger' economy in the 1990's has transformed the country and in particular Dublin which in few years has become a magnet for new creativity and innovation, international populations, and foreign investment. A positive climate for business investment, an internationally recognised educational system and scientific community, an international Irish diaspora of successful corporate leaders and investors, and a well-developed tourist industry have all contributed to this growth. Currently, some 15% of Dublin's population is made up of immigrants that come from over 100 different countries, working both in advanced knowledge industries and in the service sectors that support them.

The emergence of the 'Celtic Tiger' economy in the 1990's has transformed the country and in particular Dublin which in few years has become a magnet for new creativity and innovation, international populations, and foreign investment. A positive climate for business investment, an internationally recognised educational system and scientific community, an international Irish Diaspora of successful corporate leaders and investors, and a well-developed tourist industry have all contributed to this growth. Currently, some 17 per cent of Dublin's population is made up of immigrants that come from over 100 different countries, working both in advanced knowledge industries and in the service sectors.

In 2009 the former Lord Mayor, Eibhlin Byrne, acknowledged the important contribution of migrants to the cultural and economic vibrancy of the city:

> *Cities are shaped and created by their people. Dublin has been shaped throughout its history by people from many lands and many cultures. Cities thrive and prosper where they are open to the world and embrace diversity.*

> *Dublin is very much an international city. It welcomes and embraces the creative energy of people from many different places across the globe. The life of this city is enriched by these new Dubliners. They are the bridge that ensures Dublin is and remains a truly global city.*

City leadership

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Dublin City Council (formerly Dublin Corporation) is the authority responsible for local government in Dublin City. There are four local authorities within the Dublin metropolitan region. Of these four local authorities Dublin City Council is the largest and is at the heart of the region. Overall responsibility for the implementation of the decisions of the City Council lies with the City Manager, who is responsible for the day-to-day operations of the Council and plays a key role in the startegic leadership agenda of the city. The Lord Mayor, elected each year by the members of the City Council is the First Citizen and fulfills a largely ceremonial role, acting as an ambassador for the city. The Dublin Lord Mayor does not have formal executive powers as Executive Mayors in many other cities, but individual office holders can ,with the moral authority of the office, develop their leadership agenda on key themes and priorities of their choice. The current City Manager, John Tierney was appointed to this position in September 2006. The Lord Mayor, Councillor Emer Costello was elected in June 2009.

The Local Government Act, 2001 had sought to enhance the powers of the Mayors of local authorities, primarily by extending the term of office to five years and filling the position by direct elections. However, further legislation in 2003 abandoned this provision and the Lord Mayor continues to be elected annually by the City Councillors. The Irish Government recently proposed a reform of local government, including a directly elected mayor for the Dublin Region. The mayor's strategic functions would include planning, housing, waste, water provision and waste disposal. The Mayor would also act as chair of the Dublin Transport Authority. These proposals are being given active consideration. If the proposal were realised it would provide an integrated governance structure for the metropolitan region. It remains unclear how this structure would relate to the existing management and elected functions of the current four local authorities in the region.

Dublin City Council works in partnership with other agencies to secure the maximum social and economic development in the Dublin area. The City Council sits on key committees and boards active in economic and social development. The City Council's key partners include the Dublin Chamber of Commerce, Digital Hub Development Agency, Temple Bar Cultural Trust and Dublin Docklands Development Authority. The Dublin Regional Authority is a colloborarive governance system that brings together representatives of the four local governments to address issues of common interest and concern. It has no formal executive authority over the member local authorities.

The Dublin City Office of International Relations and Research, established by the City Manager in 2007, seeks to enhance the international position of Dublin in a way that enriches the city's economy, builds positive relationships worldwide, and engages the city in practical projects that serve its development as a sustainable and cosmopolitan city[i]. A key element of this Office is the Research function which focuses primarily on developing indicators of performance for the City and Region and benchmarking Dublin internationally.

The City Council is an active member of different International Associations of Cities including the Union of Capitals of the European Union (UCEU), Eurocities and Cities of the Isles (COTI) and participates in international networks which work on a common purpose such as OPEN Cities, The International Regions Benchmarking Forum, Cities for Local Integration Policy (CLIP) and ICING (Innovative Cities for the Next Generation).

Key issues in the leadership agenda of the City

Dublin is one of Europe's fastest emerging international cities. The rise of the Irish economy over the past 10 to 20 years and its orientation towards advanced knowledge-based industries has been largely led by activity within the Dublin region. At the same time it has created the need for a level of strategic intervention to better foster successful growth.

The fields for strategic intervention include:

- Dublin's role in the Irish economy and the case for Dublin
- Dublin's rapid internationalisation
- The need for more effective regional governance and metropolitan co-ordination
- The need to organise the key players in the knowledge economy

The National Competitiveness Council recently stated that:

> *City leadership is critical to the development of competitive cities. To achieve and retain competitiveness, key policy decisions need to be made for the city region by a strong leader or leaders. This leadership must be responsible for providing a co-ordinated approach to tackle the issues faced by the greater city area. Transparent and accountable leadership facilitates efficiency and greater competitiveness[ii].*

Dublin's role in the Irish economy and the 'Case for Dublin'

Dublin plays a pivotal role in promoting national economic growth and prosperity. Dublin has increasingly become a node of specialisation in a number of knowledge intensive and creative sectors which demonstrate agglomeration advantages and clustering tendencies. Fast emerging world cities with such clustering tendencies amongst their leading industries frequently need intensive growth management tools and investment beyond that which existing governance arrangements and public finance tools will provide. They often have to invent new ways of working. Within Dublin City Council this has already led to internal structural innovations such as the creation of the Office of International Relations and Research, the Economic Development Unit, and the Office for Integration. Externally, this has led Dublin City to develop and lead the Creative Dublin Alliance and to work with regional partners on improved metropolitan governance.

Whilst there is a strong consensus towards maintaining and enhancing Dublin's attractiveness as a location in which to do business and to live and work, there may be limited national understanding of the need for Dublin to lead national economic development and of the necessity of better equipping the Dublin region for sustainable growth and development. In the last five years, government policy has attempted to address 'regional imbalance' and promote more equitable growth that reduces regional disparities. This is one of the major themes of the National Spatial Strategy 2002 - 2020 and has been the subject of some controversy. Many commentators argue that this approach could damage economic competitiveness in an increasingly cut-throat, global economic environment yet government policy has favoured the creation of a number of 'gateways' to channel regional economic development, complemented by a significant number of 'hub' towns[iii].

The Greater Dublin Area (GDA) is the only internationally competitive gateway in the country with a population that now comprises 39.2 per cent of the national population[iv]. Dublin is the key driver of the national economy and as Ireland's knowledge and creative hub accounts for almost 48 per cent of economic output. However, there has not been sufficient investment in the infrastructure required to foster this role.

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The National Competitiveness Council is clear on the importance of Dublin in relation to national competitiveness:

> *As Ireland's only city of international scale, continued investment in Dublin is necessary to maintain and improve its position as an internationally competitive location. A competitive Dublin can serve to strengthen the performance and attractiveness of other Irish cities and provide them with opportunities that may not be accessible otherwise[v].*

Dublin's leadership agenda must seek to both effectively make the case for Dublin as the key national economic asset, and develop the programme for continued effective economic development in Dublin with a clear focus on the national impact of Dublin's ongoing success and the potential national cost of failure to meet Dublin's growth needs.

Dublin's Rapid Internationalisation

A second key theme is Dublin's rapid internationalisation. With economic growth and success has come an imperative for internationalisation. There have been multiple drivers of this:

- Dublin has become a competitive location for specialist international activity in IT, Finance and Science sectors
- A powerful diaspora of successful corporate leaders who were brought up in Ireland but are now in business in other countries have shown enthusiam and commitment to invest in Ireland
- Dublin has grown rapidly as a hub of international higher education and research
- Dublin has continued to grow and succeed as a centre for international tourism
- Dublin's position as a welcoming, fast growing and English speaking capital within the EU and Euro zone has made it an attractive magnet for inward migration from other EU states. While the free movement of labour within the EU and Ireland's "open door" policy after EU enlargement resulted in large inflows of economic migrants from eastern europe, there were also significant inflows from Asia, Latin America and Africa.

Prior to 2008 the internationalisation of Dublin happened rather than was planned. The active management of internationalisation internally and externally is now a key agenda in Dublin.

Regional Governance and Metropolitan Co-ordination

A third theme is the need for more effective regional arrangements. In tandem with new strcutures within Dublin City (see above) Dublin is also taking steps to lead on regional and metropolitan governance issues. Dublin City is the core city of the Dublin Regional Authority made up of four administrative areas - Dublin City, South-Dublin County, Dún Laoghaire-Rathdown County and Fingal County. This metropolitan Dublin area together with the Mid-East Region (Counties Wicklow, Kildare and Meath) forms the Greater Dublin Area, the geographic concept of which was coined in 1999 and used for planning purposes for the first time in the Planning and Development Act, 2000.

Being an open, vibrant and attractive city region is a recurrent theme of the Dublin Regional Authority vision. Established in 1994 as one of the eight Regional Authorities set up under the Local

Government Act, 1991 its vision is based on four main facets: Living City-Region, Metropolitan Region, The National Capital and Leading European City.

Growing Dublin as the knowledge and creative hub of Ireland will require a regional platform for infrastructure, services, and spatial development, as well as a coherent and shared vision of the future. This is now the subject of leadership action. A debate has now begun within the region about the possible advantages of a Greater Dublin Mayor and Strategic Authority with an ambition to establishing such an office by 2010.

Stakeholders in the Knowledge Economy

Because Dublin is a knowledge hub, many of the key stakeholders in an effective economic strategy will be businesses, education and research institutions, investors in knowledge, talented individuals, and international partners and customers. None of these are under the control of local government. Therefore a major leadership task is to convene and foster alliances and collaborations that can do this effectively.

City Leadership Agendas and Vision

In Dublin there is broad agreement that for the city's long term competitiveness, success and development attracting international talent is of vital importance. This vision has been clearly stated in long term strategic plans and by alliances for Dublin including:

- Dublin – A City of Possibilities, Dublin City Development Board
- Dublin City Council Corporate Plan
- Creative Dublin Alliance

1999   Dublin – A City of Possibilities, Dublin City Development Board - Representatives from Local Government, Statutory Agencies, Local Development and Social Partners are partners in the Dublin City Development Board (DCDB). The board is an independent body that works under and is supported by the Local Authority, to establish a strategy for social, cultural and economic development and to oversee its implementation. Following extensive consultations with all sectors of the community, DCDB developed a strategy which was launched and agreed by the City Council as a whole in 2002. The Strategy, *Dublin a City of Possibilities 2002-2012* aims:

> *to facilitate challenge and change, actively involving citizens, businesses, communities and statutory agencies in determining and developing a strong, vibrant, successful, inclusive, multi-cultural and healthy city where all can achieve their full potential[vi]*

The Strategy was reviewed in 2006 and a range of key priorities were agreed for the period 2006-2008. These priorities reflect issues identified by the Board and emerging national priorities as highlighted by Government policy. The strategic priorities for the period 2006-2008 include Social Inclusion, Enterprise and Economy, Family and Children, Neighbourhoods: Building Communities, Migrant New Communities and Active Citizenship.

2005   Dublin City Council Corporate Plan 2005-2009 - The Corporate Plan is the key strategic business document dealing with the operations of the City Council for the five-year life of the elected Council. The Plan is a high level statement of objectives with accompanying strategies. In 2005 it adopted the second of such a plan which set out the priorities to address over the period 2005 - 2009. The overall mission of the Plan is:

to foster a vibrant, attractive, safe and environmentally sustainable capital city with a strong human focus and to advance and promote the physical, social, cultural and economic environment of the city, through effective civic leadership and through the active democratic participation of our citizens[vii]

Diversity, social inclusion and quality of life are core principles guiding the work of the Council in fulfilling its leadership role and democratic mandate. The Dublin City Development Plan is the planning and development template for the city. It sits in a network of plans that include the National Spatial Strategy and the Regional Planning Guidelines. The overall vision for the city as outlined in these plans and strategies is to enhance the quality of life and experience of the city for the residents, workers, commuters and visitors and to consolidate the urban form of the city and to do so in conjunction with improvements to the public transport network. The aim is to ensure that Dublin remains an attractive, vibrant location for industry, commerce, recreation, and tourism and continues to be a major focus for economic growth within the country.

The Plan refers to the introduction of new management structures and local community based office. These management structures set up by Dublin City Council in 2001 saw the city divided into five administrative areas or area committees, based on the Local Electoral Areas. This area focus allows for local issues to be decided at area committee level, thus helping to streamline local decision-making and encouraging local participation in the democratic process. To help support community development and the delivery of services at the local level, Dublin City Council also operates thirteen area offices throughout the city.

2008, on-going Creative Dublin Alliance - In 2008, the City leadership began the process of building a wider leadership agenda for the city engaging multi-sectoral and metropolitan/regional partners. The Creative Dublin Alliance (CDA) sets the agenda for the city's international knowledge and creativity led growth into the future and makes the case for an Open City. This is described in detail below as an example of how the leadership of the city can develop an agenda for openness.

Internationalisation and Economic Growth

Dublin has had a distinctive history relative to other European capitals. While many European cities were transformed by the Industrial Revolution, the economy of Ireland stagnated in the nineteenth century. This was slowly reversed following the restoration of capital city functions to Dublin. During the 1960s Ireland's economic development strategies focused largely on industrialising a predominantly rural society and decreasing levels of unemployment by attracting branch-plant manufacturing activities. This was followed by a prolonged economic depression throughout the 1980s with high levels of unemployment and emigration.

A new strategy for economic development introduced in the early 1990s reoriented Ireland towards new high-tech, knowledge-based economic sectors, in particular the information technology, biotechnology and financial services sectors. Knowledge and skill have become the central drivers of prosperity and companies such as Intel, Sun Microsystems and Wyeth Pharmaceutical now have major branch plants in the greater Dublin region. Ireland's recent economic strategy has focused on creating an attractive fiscal financial environment to complement the English speaking, young and well-educated population that has facilitated a major economic boom, which has been labelled the 'Celtic Tiger'. Ireland's sustained economic growth is especially obvious in the Dublin region, which now contains almost 40 per cent of the national population. Construction boomed with new office blocks, commercial centres and residential areas developed throughout the region.   Inner-city

revitalisation and redevelopment policies have been a focal point of urban planning policies and the numerous areas which have been regenerated now act as thriving points for tourism, business activities and housing.

In a report published in 2003 in the AT Kearney / Foreign Policy magazine Globalisation Index, Ireland emerged for the second year running as the most globalised country in the world. This index took account of not only economic factors but also societal factors and how networked Ireland was in global terms. In the 2007 index, Ireland was ranked in fifth place.[viii] Given the primacy of Dublin within the Irish urban network, this suggests a growing role for Dublin in global terms.

In an attempt to study how Dublin is becoming increasingly embedded in the global urban system, Moore found that in terms of *command and control functions* within the global economy, Dublin had no precise leadership role. However, when *network functions* are assessed Dublin is generally ranked at a higher point on a scale[ix].

It is important to recognise the sheer size of the Dublin economy relative to the national economy and the role it plays as the engine of growth for the whole country[x]:

- Economic activity in the Greater Dublin region accounts for 47 per cent of national GDP[xi] and its Gross Value Added per capita is 40.9 per cent higher than the national average[xii]
- The Greater Dublin Region accounts for over four out of every ten jobs, just under half of all goods and services produced and nearly half of Ireland's tax revenue
- The Greater Dublin Area has been the focus for foreign direct investment in Ireland and has developed into a significant centre for international trade
- Dublin is home to Google's EU headquarters, e-Bay's European headquarters and Yahoo's European headquarters
- In 2008, the Dublin City Region secured 18 new IDA investments. These new investments totalled €240 million and are creating nearly 1,350 new jobs. Companies such as IBM and Citi are significantly expanding their R&D activities in the region while others such as Facebook are opening brand new operations
- The Dublin City Region is the centre for learning in Ireland and is home to numerous universities and institutes of technology, including University College Dublin; NUI, Maynooth; Trinity College, Dublin; Dublin City University; Dublin Institute of Technology
- Dublin ranks 25th of 215 in the Mercer 2009 Quality of Living Global City rankings, ahead of several major cities including Paris (33rd), London (38th), and Barcelona (42nd)

Dublin's economic transformation has presented many challenges in the spheres of spatial planning, transport, migrant integration and shifting demography. While Dublin has been the key growth driver of the national economy, its success has led to urban sprawl well beyond the city-region, resulting in long-distance commuting, suburban congestion and the development of greenfield sites remote from existing social infrastructure. For the city-region to achieve sustainability, its future growth demands a focus on higher density development aided by enhanced public transport. How best to provide the level of infrastructure which the city's growth demands is a critical issue to resolve. This in part helps to explain the drive for better regional governance.

Elsewhere unemployment remains a serious challenge as skill development does not yet fully support the ambition to anchor the city-region firmly to knowledge-based sectors. Many of Dublin's European competitors have deeper skills bases and superior infrastructure than is currently available in Dublin. While some progress has been made in developing coordinated strategies to tackle new challenges, regional-level implementation has yet to be consolidated beyond isolated programmes.

Population Diversity and Openness

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The Irish economic boom of the 1990s reversed historical patterns of outward migration, transforming the country into a destination for migrants. Historically a location for Irish individuals and families searching for better economic, social, and educational opportunities, Dublin has now also become the main draw for foreign nationals.

Table 1 Population Change of State and GDA, 1996 – 2006

Area	1996	2002	2006	Change 1996 – 2006 %
Dublin	1,058,264	1,122,821	1,186,159	+12.1
Mid East	347,407	412,625	475,026	+36.7
GDA	1,405,671	1,535,446	1,661,185	+18.18
State	3,626,087	3,917,135	4,234,835	+16.8

Source: Central Statistical Office 2007

In 2006, the population of the Dublin region stood at 1.66 million, having increased by over 18 per cent since 1996. The recent growth of international populations in the city has been staggering. People born outside of the country accounted for 5.3 percent of the population in the state and 5.5 percent of the residents in the Dublin Region in 1986 (this does not include people born in Northern Ireland as born outside the country). By 2006, the percentage of foreign- born population had increased to 14.5 percent for the state and 17.3 percent in Dublin. This represents an increase of over 329 percent in the state and 367 percent in the metropolitan area over the twenty years. There are now over 100 nationalities living in Dublin. Within the city core the largest groups are from the UK (24%) and Poland (12%).

Table 2 Top 10 foreign born population groups in Dublin City

Country of birth	Foreign born nationals living in Dublin City %		
UK	24.2	India	3.2
Poland	11.9	USA	3.2
China	6.3	Romania	3.2
Phillippines	3.3	France	3.1
Lithuania	2.9	Spain	2.8

Source: CSO 2007

Case for Diversity and Openness

Ireland's recent economic strategy has focused on creating an attractive financial environment for investment. A fundamental part of Ireland's attraction to investors is its young, English speaking, and well-educated population. Ireland's economy grew by an average of 8 per cent per year between 1995 and 2002, far outstripping the EU-15 average of 2.5 per cent. Thanks to this growth Dublin has transformed itself into a lifestyle destination, with a large and growing group of foreign and home-grown technology companies, proficient technical colleges and universities, and a thriving artistic and cultural scene.

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One argument for diversity and openness in Dublin focuses on the economic future of the city. To develop further as an international creative and knowledge city requires the capacity to attract foreign investment, internationally mobile talent and to create strong and enduring collaboration with other global cities. In addition to migrant workers, Dublin also has a significant international student body. According to Ireland Embracing Cultural Diversity (IECD) approximately 15 per cent of students in third level colleges in Ireland are from countries outside of Europe and North America, and the City region currently earns a quarter of a billion Euro annually from international students. Dublin is attempting to promote the City as major destination for international students

It is important to highlight that the city and state are currently experiencing a severe decline in economic growth with a rise in unemployment as well as a decline in GDP. In the context of this changing environment the city is refining its work programme in relation to the open cities project. The focus will be on attracting international populations in specific sectors as well as targeting international students to come to the city. This will all be developed through a newly focused internationalisation agenda for the city.

> As a capital city we are competing for skills and knowledge with other cities internationally. Managing our new diversity is an asset for the city, attracting and retaining migrant populations, fostering a culture of openness in social, economic and cultural life will add competitive advantage and be one of the key drivers to achieving a successful city.

Coalitions and Alliances

The small size of Ireland and its centralised administration involves a strong leadership framework at national level, with three development agencies, **Forfás**, the **Industrial Development Agency (IDA) Ireland** and **Enterprise Ireland** working to support the development of enterprise, trade, science, technology and innovation in Ireland. Forfás is responsible for traditional industrial policy and modern enterprise policy. Forfás coordinates the activities and sets the policies of IDA Ireland and Enterprise Ireland.

In particular, Forfás is working to promote scientific research and innovation in close association with the Science Foundation Ireland (SFI) and the Irish Council for Science, Technology and Innovation (ICSTI) and the IDA. Technology innovation, business development, and internationalisation are the three key strategic priorities of Enterprise Ireland, charged with the development of Irish industry.

In 2008 the higher education institutions in the Dublin region came together to form the **Dublin Regional Higher Education Alliance (DRHEA)**. The group will work together to improve the quality of the higher education system as a whole in Dublin and to market Dublin as a single international centre for learning and research. The alliance will encourage greater differentiation between the eight colleges involved. The collaboration is funded centrally under the Strategic Innovation Fund (SIF).

The **International Advisory Group,** lead by the Office of International Relations and Research at Dublin City Council, comprises the key regional and national stakeholders involved in international contact. The Group advises on policy formulation, collaborates on international programmes and identifies opportunities to promote the city internationally.

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Governance and Leadership Factors

The key capacity of leadership is the ability to articulate and win support for a vision while building coalitions of stakeholders around that vision. In Dublin this is evidenced by the commitment of the City Manager to the internationalisation of the city and the focus on developing the Dublin Regional economy as a globally competitive city region economy that would drive and ensure national economic success. That vision led to the creation of an alliance of key stakeholders that include the other local authorities, the business sector and the higher education sector. These stakeholders are currently working together within the Dublin Creative Alliance.

The ability of leadership to make manifest its vision is evidenced by the creation of structures and programmes that express and realise elements of the vision. In Dublin the City Manager established three new units that collectively address the issue of openness. The Office of International Relations and Research focuses on the internationalisation of the city. The Economic Development Unit works towards developing an economy that is innovative and attracts foreign investment and migrant workers. The Office for Integration acts to support and integrate new communities established within the economy of Dublin.

Over the last decade Dublin has grown to become a city of international importance and is now renowned as a successful and prosperous capital city. The economy of the city has been transformed and is now centred on a number of areas, including financial services, tourism and life sciences. Foreign Direct Investment has played a pivotal role in this transformation, and continues to be vitally important to the future of the economy, both to the city and to Ireland as a whole. Economic growth has been accompanied by an unprecedented growth of population: the Greater Dublin Area is now home to 1.6 million inhabitants, 15 per cent of which are newcomers.

In order to maintain its international competitiveness, the City aims to further enhance the development of Dublin into a Knowledge City Region by 2012. To this end, the city intends to offer cultural, social and recreational lifestyle options that position Dublin as an attractive and fulfilling place for talented knowledge workers.

The recognition of the role of the knowledge economy in the development of the city and its region has been clearly confirmed by the Dublin Regional Authority which has emphasized the role of technology, innovation, education and training in developing the knowledge economy of the City. This is considered to be of vital importance not only for the success of the Region, but for the success of the country as a whole.

Within Dublin this vision has been translated into new governance arrangements. New municipal functions have been created, realising aspects of the openness agenda through action programmes/initiatives:

The **Office of International Relations and Research** is delivering the Indicators and Benchmarking project, leading Dublin's involvement in Open Cities, developing the attractiveness of Dublin for

International students through the Lord Mayor's international Student Scholarships, and building links that support economic, educational and city exchanges with major global cities.

The **Economic Development Unit** is developing an economic action plan for the city region. It is also organising the Innovation Dublin Festival.

The **Office for Integration** is active in supporting new communities through festivals, events and activities such as the Chinese New Year, the provision of information in languages other than English, the demonstration of the intgeration of new communities through the City Fusion Pageant in the St Patrick's Day parade, and the recent campaign to support registration of migrants for voting in Local Government and European elections.

The **Creative Dublin Alliance** is a leadership alliance drawing together the city, higher education, business and the other local authorities in the Dublin region. This Alliance is adopting and supporting initiatives led by Alliance members that address the need to develop an internationally open and competitive economy in the Dublin region.

In addition to the above governance initiatives a new agenda for metropolitan government is emerging in the thinking of National Government with the plans for a directly elected Mayor and stronger strategic metropolitan governance. It remains to be seen how such a governance structure would take on or subsume the internal new functions outlined above that now exist within Dublin City Council and the external governance structure of the Creative Dublin Alliance.

Creative Dublin and the Creative Dublin Alliance

At local leadership level, there are already different projects and initiatives aimed at positioning Dublin as a leader in the global creative economy. The Creative Dublin Alliance is one of them. Formed in 2008, the Creative Dublin Alliance (CDA) is an example of collaborative leadership between academic, business, institutional sectors and citizens groups who have joined forces to work toward a new level of innovation and collaboration for Dublin's development as a Creative Sustainable City.

The CDA has identified the following six objectives:

i. A Committed Leadership with a Unified Vision and Critical Mass of Influence
ii. A Clear Vision of our Unique Strengths and the Future Potential of the City
iii. An Excellent Third and Fourth Level Sector that is Internationally Competitive
iv. A City Region delivering excellence in Innovation and Enterprise
v. A Strong Accessible Information, Communications and Transport Network
vi. An Open, Merit Based Tolerant and Inclusive Society

The CDA'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 in the 21st Century. Within the Alliance Public and Private entities share outcomes and tools. 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.

The Alliance is still at early stage of development but has already adopted a series of evident projects and initiatives to support the objectives. Among them is the **Innovation Dublin Festival** (October 2009) which will showcase the innovation and creativity that is happening in businesses, universities, and organisations across Dublin through a series of events. The Alliance is also working

to identify a new city brand identity that enhances the international recognition of Dublin as a magnet for good investment and talent.

The CDA is developing and launching collaborative leadership actions:

- Revised and enhanced **Economic Action Plan** for the city region. This initiative is being led by the Economic Development Unit at Dublin City Council.

The emphasis here is threefold:

- ➢ to create stronger leadership of the economy making the case for Dublin more effectively nationally and internationally
- ➢ to build a vibrant place for advanced economic activities
- ➢ to attract and retain creative people

- The **Dublin Innovation Festival** is a week-long festival of events highlighting and promoting innovation in the city and providing an opportunity for entrepreneurs, students, researchers, artists and corporations to promote and celebrate their new ideas and initiatives. Lead by the Economic Development Unit in City Council, the festival includes seminars, workshops, discussions, exhibitions, performances, showcases and competitions and is aimed at a wide population.

- **UniverCities** is led by the Planning Department within City Council. The initiative makes the role of Universities more central to the city and enlists the support of the Universities in thinking about the future of the city. It aims to identify areas for collaboration between academic research and policy making.

- **Dublin Brand Platform and Strategy** describes the development of a new approach to branding and positioning Dublin as an open and international knowledge hub.

- **Designing Dublin – Learning to Learn,** led by Design Twentyfirst Century, is a creative initiative combining the expertise, creativity and knowledge of 17 individuals (10 citizens and 7 local authority employees) to research, invent and prototype solutions for a Dublin city project. The process will be informed by ideas and suggestions put forward by in excess of 1,000 Dubliners over a three week period.

CDA - Government and Governance

This CDA agenda actively brokers collaborative governance for knowledge and creative economic activity and for action on the future of the city. It is also complemented by a considered debate about how to progress formal governance of the Dublin region, perhaps in the form of a strategic regional authority and directly elected Mayor. Other city case studies (Stuttgart) demonstrate some of the potential of this leadership model. A similar debate has just been concluded in Auckland, which will soon have a Mayor for its strengthened regional authority.

CDA - Collaborative Leadership

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); 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 CDA defines itself as an 'Action Group'.

CDA - International Post Graduate City

An example initiative of the Creative Dublin Alliance is the International Post Graduate City. As the key driver of economic development, the knowledge-intensive economy framework stresses the importance of links between higher education, government bodies and the broader society. Statistics show that Dublin has not only the highest proportion of people with a 3rd level qualification in the country, but also that Dublin is an important location for international students, with more than 10 per cent of students in third level colleges coming from countries outside of Europe and North America.

Table 3 Times QS University Rankings, 2008

Imperial College London	6
University College London	7
University of Chicago	8
Columbia University New York	10
Australian National University, Canberra	16
University of Tokyo	19
King's College London	22
University of Edinburgh	23
University of Hong Kong	26
New York University	40
Boston University	46
University of Copenhagen	48
Trinity College Dublin	**49**
University of California, San Diego	58
Tokyo Institute of Technology	61
London School of Economics	66
University of Geneva	68
University of Glasgow	73
Technical University of Munich	78
University of Helsinki	91
University College Dublin	**108**

Source: The Times Higher Education Supplement, 2008

The Times QS University rankings (Table 3) are based on peer review and recruiter review assessments, the number of citations, ratio of faculty to student numbers and success in attracting foreign students. It identifies Trinity College as Ireland's leading institution, ranking it 49th out of 200 institutions internationally, while University College Dublin ranked 108th.

As described above, the Office of International Relations and Research has an active role in internationally promoting Dublin as an open city, diverse in culture and focused on creativity and knowledge. On its current agenda, there is a project to brand Dublin as an *International Post graduate City*. In order to achieve this vision and attract high calibre international students, the Dublin universities and Institutes of technology agreed with the City Council to promote international scholarships as 'The Lord Mayor of Dublin International Scholarships'.

The re-branded scholarships will create closer links between the relevant institutes of education and the city and aim to attract top international students to come and study in Dublin. International students are perceived as an important asset for the city's success not only for their contribution to the urban labour market but also for their role as 'new Diasporas', providing important bridges of connection and trade possibilities between their country and Dublin. International students contribute to the local economy through fees paid to colleges and cash spent in the local economy. According to Robert Flood, Head of International Affairs at the Dublin Institute of Technology (DIT) every 100 people studying in Dublin may support up to 15 jobs and that '*between DIT and TCD alone that equates to 214 jobs and over €14m to the local economy in Dublin City*'[xiii].

Dublin City Council will welcome the new scholarship recipients annually in the Mansion House and the Lord Mayor will honour students completing their research and study, by presenting them with a City Scroll, acknowledging their contribution to the City. The costs of these events would be met by the City Council. The initiative is intended to commence in the academic year 2009 – 2010 and will provide the branding identification of international education with the city of Dublin[xiv]. Peter Finnegan, Director of International Relations and Research within Dublin City Council points to the potentially positive effect of the scholarships on the city's marketing efforts[xv].

Conclusion

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Dublin City and its metropolitan region are actively engaged in developing the openness agenda on the basis of its importance to the future economic development of Dublin and Ireland. Ireland is a small open economy and has always relied upon its global positioning to develop economic opportunities and provide market outlets. Dublin, as its capital, is no different. For many years Dublin was a net exporter of human talent. This outward migration reversed with the birth of the 'Celtic Tiger' economy and its need for labour. Dublin's future lies in the development of creative and knowledge businesses and these require the ability to attract internationally mobile investment and talent. This must be combined with the capacity to open up global markets and support internationally traded products and services. The main change evident in recent years has been a move away from the accidental embracing of openness and international populations to a more planned and deliberate commitment by city leaders to developing actions designed to open the city and its economy to the world.

The current leadership of Dublin City Council is committed to developing Dublin's economy and further opening Dublin up to the world. This is evident in the vision and actions of the current Dublin City Manager. This vision based on an internationalisation of Dublin and its economy is shared by a range of stakeholder leaders including business, higher education, state agencies and community. It finds expression through a number of governance structures that have been created or led by the City Council. The current region wide structure that expresses this commitment to a shared leadership agenda is the Creative Dublin Alliance. The Alliance is developing an action programme that is based on initiatives identified and developed by its members.

This governance agenda is also being advanced by internal units that have been established within Dublin City Council to serve the region and the city. The Office of International Relations and Research develops the international dimensions of Dublin's connection with the world. The Economic Development Unit leads on the development of a shared economic action plan for Dublin. The Office for Integration works on supporting new communities of economic migrants in the city. Collectively these three units address the key elements of an openness agenda namely:

1) Clarity as to why the openness agenda is important to the city. This is evident in the economic case for openness reflected in the work of the Economic Development Unit and the emerging economic action plan centred on the Knowledge / Creative economy.
2) The ability to proactively and in a planned way engage with the world - the internationalisation agenda. This is evident in the work of the Office of International Relations and Research that is developing international linkages around work programmes that are strongly economically focused and linked benchmarking/research.
3) The ability to proactively work with new migrants to make them feel welcome and at home in the city - the integration agenda. This is evident in the work of the Office for Integration.

A range of practical actions giving expression to the work of the Creative Alliance and the three City Council units above mentioned are emerging. Some of these will be the subject of the case studies to be delivered by Open Cities URBACT under the themes of Internationalisation and Integration.

- A u c k l a n d

The city of Auckland is located in the upper North Island of New Zealand, and is the country's largest and fastest-growing urban area, with a regional population of 1.3 million. The polycentric Auckland region, or Greater Auckland, is made up of four cities and 3 districts and is New Zealand's only city-region thought to be capable of competing globally. Auckland has become a key Australasian hub for business, financial and professional services, reinforced by an emerging status as a site for Pacific creative industries. The region' commercial gateway status is supported by strong and complementary port and airport services, and leading educational institutions. It provides a highly attractive living environment and is the pre-eminent national centre for entertainment and recreation. The Auckland region has much to offer an internationalised economy, and while its development and global positioning of regional resources remains an incomplete project, positive steps have been made to create and consolidate regional governance.

Auckland's challenges are firstly associated with growth-related regional sustainability. Auckland's capacity to play a gateway role is compromised by limited international presence, skills development and productivity performance. A lack of investment in transport, water and community infrastructure has led to decreased liveability in some areas, as road and environmental capacity has been reached. Oil dependence for personal mobility and goods transport threatens the viability of the region's low density urban form. Strong urban growth, housing unaffordability and changing migration and settlement patterns have fostered social polarisation between communities, producing new concerns about safety, security and health.

KEY AREAS OF GLOBAL STRENGTH

Quality of life – outstanding built and natural heritage means that Auckland consistently is among the most liveable and attractive global city-regions, replete with enviable recreational and cultural opportunities and highly distinctive demographic and lifestyle characteristics.

Tourism and events potential – a clear strategy is in place to develop the region as a global destination and major events location and equip Auckland with the cultural infrastructure to cement the region as a top-choice global visitor destination.

Established regional consciousness – local councils recognise the need to create a world-class city-region and have collaborated to identify the best ways to strengthen regional governance, resulting in a prospective regional government with a comprehensive remit

KEY CHALLENGES TO GLOBAL COMPETITIVENESS

Regional sustainability – overcoming a legacy of high car ownership/use, inaccessible urban centres and resource depletion is central to Auckland's mission to become a sustainable region with reliable energy systems and heritage protection.

Skills and innovation deficit –regular skills shortages occur in a tight labour market, especially in engineering, medicine and management, due to pockets of low educational achievement and low technology uptake. This causes restrictions on private R&D investment and innovation.

Risk management - uncertainty over the security of energy supply remains a concern, while Auckland is increasingly vulnerable to possible disasters related to climate, disease and infrastructure failure.

Income inequality - while Aucklanders have comparatively high incomes, the city-region hosts exceptionally wide income disparities, with integration of new immigrants into local communities an ongoing challenge. Geographic concentrations of ethnically-defined deprivation have emerged.

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The Stronger Auckland programme (2006) recognised that due to unavoidable increased interconnectedness, the city-region concept is emerging as a self-standing socio-economic entity, and that Auckland must therefore reconfigure its competitive offering at a city-regional level. The programme makes a strong case that Auckland is the only city-region in New Zealand with the current strengths to be globally competitive, and that given its potential, encouraging city-regional governance formation and consolidation should be a major priority at all levels of government. The Auckland region, it argues, can emerge as a genuine Australasian gateway to global markets, based on the city's economic diversity and 'emerging Pacific identity.' If such an effort is not pursued vigorously and swiftly, the programme warns Auckland role as a prospective driver of New Zealand's future could be jeopardised.

Economic Growth Projections, 2001-2015[xvi]
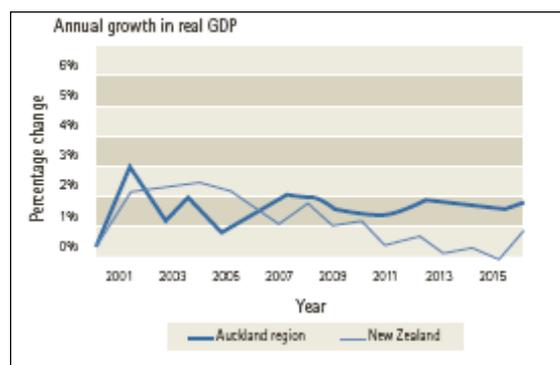
The Auckland region is projected to grow at a greater rate than the rest of New Zealand (see left). Growth is seen to be fuelled by the region's well-developed internal transport links alongside strong complementary port logistics and airport services. The region consists of multiple nodes of production and distribution nourished by Auckland's status as an international business centre. While the region plays host to world class food production, centred primarily on Waikato, the hubs of creativity and culture within Auckland and Rotorua are central to medium-term growth. Talented workers are attracted by the prospect of high-quality lifestyle living in niche areas such as the Bay of Plenty, the Bay of Islands and Taupo.

Over the next decade Auckland is set to generate further sources of home-grown and international talent with its network of complementary tertiary education facilities (Auckland City, North Shore City, Manukau, Hamilton). Auckland's sporting prowess is a notable pull factor, with the city home to a range of high-quality sporting venues and a pervasive sporting buzz. Elsewhere creating and maintaining rich routes of visitor activity and consumption, focused on long-standing tourist nodes, remain an economic priority.[xvii] Therefore the Auckland region has much to offer in an increasingly internationalised economy; the key test is how Auckland develops such resources and positions itself on the global stage.

Internationalisation

Auckland has become a key Australasian hub for business, financial and professional services, reinforced by an emerging status as a site for Pacific creative industries. The region's commercial gateway status is supported by strong and complementary port and airport services, and leading educational institutions. It provides a highly attractive living environment and is the pre-eminent national centre for entertainment and recreation. The Auckland region has much to offer an internationalised economy, and while its development and global positioning of regional resources remains an incomplete project, positive steps have been made to create and consolidate regional governance.

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viability of the region's low density urban form. Strong urban growth, housing unaffordability and changing migration and settlement patterns have fostered social polarisation between communities, producing new concerns about safety, security and health.

In an international context, the Auckland region is primarily a gateway to New Zealand in terms of trade, tourism, migration and communications. It is by far the largest logistics node for both imports and exports by both air and sea. Half of New Zealand's population and economy lies in a connected wider region encompassing the top half of the North Island, from Taupo north.

The recognition that Auckland needs to compete in an increasingly global economy has stemmed partly from an understanding of New Zealand's place in this economy. In a global economy of increasing complexity, which places renewed emphasis on quality and volume of economic output, New Zealand's lack of human and financial capital is a serious limiting factor, exacerbated by inescapable shortcomings of geographical detachment and lack of size. While the country has made notable progress since the 1980s to adjust to new challenges, policymakers at all levels appear to apprehend that innovation and change will be constantly necessary.

Many of New Zealand's top commentators advocate the 'pioneering of new business models and skills' to maximise the nation's distinct orientation towards global markets.[xviii] Such messages have been forthcoming in a number of national and regional reports, including the Growth and Innovation Framework (GIF) and the Auckland Regional Economic Development Strategy (AREDS). Auckland's destiny has been persuasively twinned with that of New Zealand. Both New Zealand's and Auckland's ranking in GDP per capita terms have slipped in comparison to competing western economies and cities. To improve its living standards and opportunities, there is a consenus that Auckland needs to innovate and improve economic productivity. This is being pursued through keynote economic development strategies, and through a range of other measures and initiatives.

International Events

Auckland will be a host city of the Rugby World Cup 2011. The city's policymakers regard such an event as a key driver of economic growth and a chance to raise the city's international profile if Auckland can provide outstanding and well-communicated visitor experiences. Smart planning and delivery looks to ensure that the World Cup can bring economic reinvigoration coupled with social cohesion benefits derived from improved facilities, transport and urban infrastructure that function as a long-term legacy. The tournament is seen as an opportunity to create an event management and planning structure that can be applied to future world-class events Auckland will bid for.

In the next five years the city will execute a tight portfolio of complementary changes and investments, ensuring strong links to an events strategy for the region and delivering multiple benefits: attracting talent and investment, building skills, strengthening infrastructure, generating revenue and instilling civic pride. The objective is to successfully host RWC 2011 and to ensure that infrastructure investments made are lasting, and benefit the whole region. Elsewhere the city also benefits from holding other international events such as The Americas Cup.

Population Diversity and Openness

With the introduction of the new national immigration policy at the end of 1980s (Immigration Act 1987), the criteria for admission of new migrants into New Zealand were radically changed. Whereas previously there had been preferred source countries, the new policy focussed on the characteristics of individual migrants, especially favouring those with high levels of education and/or work

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experience, those who were relatively young, and those who would bring investment capital into the country. In 1991, the points system was established to precisely quantify these criteria, although the number of points needed fluctuated according to migrant quotas set by the government.

The majority of newcomers in New Zealand - approximately 70% - settle in Auckland. In the 2006 census, 181 different ethnicities were recorded as domiciled in the Auckland region. Given the population projections for the future, it can be expected that the City will become increasingly and more visibly multi-cultural in its make up.
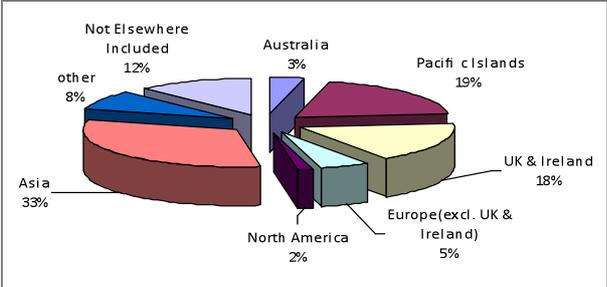
The figure on the left shows the ethnic composition of usual residents in the Auckland region aged 15 years and over. In 2006, just over half of the population aged 15 years and over were born in New Zealand (57.6%), the next largest groups were those born in Asia, followed by Pacific Islands and Europe[xix].

New Zealand has a particular need for migrant expertise and skill due to its relatively small population base and the need to replace skills and expertise lost through emigration. International migration is an important element in the growth of the Auckland region, and it seems likely that this will continue to be a significant factor into the future. Immigration has resulted in substantial changes to the cultural and demographic characteristics of the Auckland region, as well as in the physical landscape.

City-Region Leadership and Governance

As recently highlighted by the Royal Commission on Auckland Governance[xx], the current governance arrangements in Auckland are complex. Decision making of the region involves many layers including the central government, the Auckland Regional Council ("ARC"), seven territorial local authorities (or local councils) and 30 community boards. Central, regional, and local government each have specific responsibilities, but some responsibilities are shared. In particular, central government has primary responsibility for the delivery of social services such as health, education, and income support. The ARC's current primary responsibilities include regional environmental regulation, ownership and management of regional parks, regional growth, transport planning, and funding for passenger transport. The seven local councils provide a wide range of property-related infrastructure and services, including land-use planning, resource management, water, waste water, storm-water, solid waste, local roads, and local community facilities. Often they have different but overlapping responsibilities for transport, parks and reserves, economic development, civil defence, recreation, and events.

The seven local councils are Rodney District, North Shore City, Waitakere City, Auckland City, Manukau City, Papakura District, and Franklin District councils. In addition, most of the region's local councils also have community boards, which represent smaller geographic areas. These provide input to the decisions of local councils, and may undertake specific delegated local responsibilities. Councils also have the ability to create council-controlled organisations, which provide arms-length infrastructure and service delivery.

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The public elects local body politicians to the ARC, territorial authorities, and community boards every three years. The mayors of the local councils are elected directly. The chair of the ARC is elected as a member and appointed as chair by fellow members of the ARC.

The Royal Commission on Auckland Governance was established by the Government to investigate and make recommendations on local and regional government arrangements for the Auckland region in the future. It proposed a radical plan to merge all councils in the metropolitan region in one Greater Auckland parliament with one powerful elected mayor and 23 councillors - 10 elected by all Aucklanders, 10 from the six local councils and three Maori councillors. If the proposals had been approved by the government, Greater Auckland would have become the single biggest metropolis in Australasia by the end of 2010. However, the government has chosen not to adopt many Royal Commission recommendations, with a new bill on governance arrangements and high level functions currently undergoing the Select committee process. The government is proposing an alternative system which provides less local input, based on one Council, one long-term council community plan, 8 councillors elected at large and 12 at ward level, 20-30 local boards with reduced powers and without independent staff or budgets. While the Commission placed considerable emphasis on a core social role for a new Auckland Council, including a social issues advisory Board capable of directing government regional social spending, this proposal has been replaced by an as yet unspecified Social Policy forum.

City Leadership Agendas and Vision

The immigrant-related diversity in Auckland has grown since central government changed immigration policy in the late 1980s. Today nearly one third of its population is foreign born. Attracting migrants is recognised at both national and local level as an important prerequisite to a vibrant, well performing Auckland economy.

Ensuring positive outcomes for both immigrants and hosting society is the core of the national Immigration Settlement Strategy (New Zealand Immigration Service 2004). To complement the national level focus, in 2006 the **Auckland Regional Settlement Strategy** (ARSS) was launched[xxi]. It was developed in partnership with central and local government, non-government organisations and other stakeholders with settlement-related interests including migrants, and refugees. It includes a vision - *Migrants, refugees and their families have a sense of belonging through opportunities to fully participate and contribute economically and socially in the Auckland region; and by being recognised and respected as equal and valued New Zealanders* - and identifies regional settlement goals. The strategy has associated a Plans of Action that outlines regional initiatives aimed at improving settlement outcomes for newcomers. ARSS has been developed under the umbrella of the Auckland Sustainable Cities Programme.

The strategy acknowledges that long-term immigration is an essential component of Auckland's contribution to the ongoing economic transformation of the New Zealand economy and building on existing settlement initiatives in the region aims to enhance these through a collaborative approach.

Councils in the Auckland region are already providing a wide range of services directly, or in partnership with non-government and community agencies, to support the settlement of migrants and refugees in their region and to help them to connect with their wider communities. For example, Auckland City Council has also developed the strategy 'A Bridge to Our New People' which provides both a platform and a framework for Auckland City to meet settler needs over the next five years and achieve its vision. This is achieved by:

- actions directed toward and in response to the needs of the new settler community

- leadership within the host community at large by promoting the positive image of this community
- Building the capacity of the organisation to support and deliver high quality services and customer response to its diverse constituency.

The Manukau City Council's "New Settlers Policy and Action Plan" articulates the aspirations and priorities of new migrants and has an annual programme of actions and projects. North Shore and Waitakere also support initiatives. In many ways, settlement support is becoming 'business as usual' for the four metro councils in the region.

Case for Diversity and Openness

Auckland is a magnet for international migrants but is losing New Zealand citizens to other parts of the country. The country is expected to experience a so called 'demographic fault-line', with a consequent decline in the supply of labour and a global skills shortage in 2025. According to a study released by KPMG in September 2008 this fault-line hits Auckland in ways similar to other cities including Toronto, Sydney, Melbourne and London at the same time, and will generate competition for scarce internationally qualified professionals. As outlined in the report *Growing Auckland, Growing New Zealand,* Auckland and New Zealand need to be the location of choice for talent. A systematic long term and positive approach to immigration is required to addresses the 2025 fault-line.

A related issue concerns the contribution skilled migrants are making upon arrival. There is strong evidence of barriers to full participation, with talented immigrants driving taxis and otherwise contributing at levels well below their abilities. Overall, Auckland's strategic framework sees it becoming:

- An undisputed global city in the Pacific region
- A centre for knowledge intensive industries and services
- A region with exceptional quality of life
- A diverse and globally connected centre
- A creative and cultural city

Commentary on Governance and Leadership Factors

In relation to the Leadership Factor of Welcome Services, the City Council website, www.aucklandcity.govt.nz, is available only in English. However, it offers detailed information to international populations via the web and also through a downloadable guide to city services and opportunities, *Our home is your home*. Furthermore, Auckland and Waitakere councils provide the language services to customers, funded by the Government, while city-regional leaders put considerable emphasis on welcoming migrants, and attending festivals/cultural functions. As described above, multi-agency initiatives have been significant, such as 'A Bridge to Our New People' which provides both a platform and a framework for Auckland City to meet settler needs over the next five years and achieve its vision. The Auckland Regional Settlement Strategy focuses on host communities as well as migrant and refugee communities across the Auckland region, taking a regional interagency approach to facilitate local, central, and non-governmental agencies working in collaboration across the region. The Strategy builds on existing settlement initiatives in the region, and aims to enhance these through a collaborative approach.

Many Councils in the Auckland region are already providing a wide range of services directly, or in partnership with non-government and community agencies, to support the settlement of migrants and refugees in their region and to help them to connect with their wider communities. The Omega case study is an example of this approach, but in terms of the special start coaching programme for migrants, there are a number of other local initiatives that help migrants to quickly enter the labour market (among them, the 'Pathways to Employment' initiative and the Special Interest Group for Immigrant Engineers and Institute of Professional Engineers, both supported by the Auckland Regional Migrant Services Charitable Trust).

Agencies, Coalitions, and Alliances

AucklandPlus has been developed as the regional economic development agency, to play a role within the wider city leadership agenda for the Auckland economy. AucklandPlus builds on the progress made by the Auckland Regional Economic Development Strategy (AREDS), and aims to reinforce the regional and strategic approach needed to implement the Strategy. Auckland Plus is essentially a business unit of the Auckland Regional Council which brings together board members from business and politics to ensure effective partnerships with a wide range of industries and agencies. It is charged with:

- Regional promotion to attract national and international business to the Auckland region.
- Acting as a single point of contact for current and potential investors. This includes information management and communications, promotion, enquiry response and aftercare.
- Facilitating regional economic development projects (large, multi-agency, cross-boundary/council projects that receive external funding)

AucklandPlus essentially acts as a 'one-stop-shop' for regional investment, and as a key contact point for those looking to invest in the region. AucklandPlus also makes sure the needs of current businesses are being met. It helps to link and co-ordinate activities with other agencies including local councils, local economic development agencies, central government and key stakeholders throughout the Auckland region.

The Committee for Auckland is an important business and civic leadership organisation. This is a not-for-profit company set up to help make Auckland one of the world's great places to live and work. It is an independent alliance of corporate directors and chief executives, tertiary sector, not-for-profit leaders and Mayors, working in the public interest.

The Committee for Auckland evolved out of an organisation named Competitive Auckland. Competitive Auckland was a not-for-profit charitable trust formed in March 2001 by a group of business leaders concerned about the loss of business and talent from the Auckland Region. They gathered support and pro-bono/voluntary resources from a broad cross section of Auckland business, the tertiary institutions and local government. Over five-months, a well articulated strategy for the development of the Auckland region as an internationally competitive business location was developed, and out of the process an economic development agency for Auckland, the region, was created (www.competitiveauckland.co.nz).

The Committee for Auckland's work programme is designed around an understanding that initiatives which foster a great place to be, talented people and a dynamic city-region economy will deliver a successful international city. Underpinning people, place and economy with leadership and good governance is a 'recipe for Auckland's future as a world city.'

Five goals are worked on through Committee for Auckland's portfolio:

i. igniting leadership and momentum
ii. dynamic and collaborative business region
iii. accelerating liveability
iv. generating talent and knowledge
v. global relevance.

In a city characterised by a weak regional government, it must be acknowledged that the role of Auckland Plus, the region's economic development agency and the Committee for Auckland, an independent non profit organisation, have been precious in leading the effort to position Auckland as an internationally competitive city-region and a world class destination. "Bringing the world to Auckland" is the vision behind the work of Auckland Plus.

The Committee for Auckland instead has identified that attracting, developing and retaining talent is an area in which Auckland can do more and that Auckland's employers have a lead role to play in integrating international talent in the workplace. The Committee has already done some work in this area with the initiative OMEGA, which aims to help talented people to properly integrate in the labour market (see below).

Another organization particularly active in the area is the Auckland Regional Migrant Services Charitable Trust (ARMS), a non-profit organisation which helps migrants and refugees to settle successfully in the Auckland Region. It works closely with a wide range of service providers and has programmes to assist new settlers. ARMS advocates the right for migrants to be given equal opportunities with the New Zealand born population in the areas of employment and retention. Services offered range from free workshops on how to find employment in NZ to assistance, information, support, advocacy and advice for newcomers in 26 different languages.

Auckland: Opportunities for Migrant Employment in Greater Auckland (OMEGA)

In the last two decades Auckland has experienced considerable population growth, and much of this increase can be attributed to international immigration[xxii]. Today almost one third of Auckland's 1.4 million residents are foreign born. Demographic projections anticipate that the city will have 2 million residents by 2050[xxiii] and that this growth will be largely driven by minority ethnic groups, especially Asian and Pacific peoples.

Opportunities for Migrant Employment in Greater Auckland (OMEGA)

Since the early 1990s, Auckland has encouraged immigration of skilled, qualified personnel[xxiv]. As immigrant-related diversity has grown in Auckland, appropriate integration in the labour market has become an increasingly pressing issue. Unfortunately, the absence of experience in New Zealand labour markets is identified as the main barrier that prevents many skilled immigrants from gaining appropriate employment.

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Aiming to strengthen underemployment among newcomers, the Future Auckland Leaders (FAL), an alliance of city leaders, piloted a mentoring program leading up to the official launch of the Opportunities for Migrant Employment in Greater Auckland (OMEGA) initiative in March 2008 to integrate skilled foreign workers into the New Zealand labour market.

Modelled on Toronto's Regional Immigrant Employment Council (TRIEC), OMEGA is the result of a collaborative exchange between The Committee for Auckland and TRIEC in 2007. Initially launched through a 6 month pilot called Skills for Auckland, the program is designed to match migrants with mentors who can provide advice, support, information and contacts, so that each migrant can obtain employment in the industries in which they are qualified.

The project, funded by the Tindall Foundation for 3 years, includes 3 initiatives:

   i.   Omega Internship Programme: Paid Internships of 3 - 6 months, designed to give skilled immigrants meaningful kiwi work experience and tackle the initial barrier of "*No New Zealand experience, No work*".
   ii. Omega Mentoring Programme for Skilled Migrants: matching new kiwis with mentors who can provide advice, support, information and contacts. It's also an opportunity for mentors to develop leadership capabilities and fine-tune their coaching skills.
   iii. An Inter-Government Relations Group: a think tank designed to inform government planning and programming work.

OMEGA is endorsed by more than 40 of Auckland's top employers, from both the public and private sectors, including the City Council, Deloitte, Vodafone and Air New Zealand. Since its launch in March 2008, over 50% of the migrant applicants have been matched with Mentors; over 70% of mentees that have completed the programme have found relevant employment; and the overall programme satisfaction is high for both mentors (90%) and mentees (87%). *Businesses are already seeing the benefits of having a diverse workforce*," Justin Treagus, Omega Program Director says, "*Migrants are a resource that are bringing different ideas and different ways of working to an employer. This is a strength for any organisation. It is about effective integration into the labour market*".

According to Justin Treagus, the successful results achieved by OMEGA in such a short time are due to the collaboration with TRIEC. "*Following the TRIEC model was invaluable in the amount of time and resources we saved – we were easily able to fast track our program by six months or even a year. We had our site visit in June 2007, officially launched in March 2008 and by April of that year had our first set of mentors*".

Organizations, Coordination and Key Agendas

OMEGA project is the result of a joint initiative of employers, agencies, governments and the transnational collaboration with TRIEC. The goal is to assemble these key players to find and implement local, practical solutions that lead to meaningful employment for skilled immigrants. The presence of the Tindall foundation as funding partners has contributed to give a business-oriented approach to the project and to produce a win – win experience for both migrants and employers involved.

FAL is a programme funded and delivered by the Committee for Auckland to support the Committee's goal of promoting leadership and knowledge of Auckland within a young group of Aucklanders. Formed in 2003, the Committee for Auckland is a not-for-profit private sector organisation, which brings together individuals from a wide range of sectors, and seeks to leverage influence in the enhancement and development of Auckland as an *exciting and dynamic place to*

live. Supporting labour market integration of skilled immigrants is considered essential for the economic growth of the city. The exchange visit with TRIEC in Toronto was fundamental in setting up and implementing the OMEGA initiative (see above). (The FAL ran the pilot based on input mainly from the Committee for Auckland. Kaaren, in her capacity in CFA attended the learning exchange in Toronto. Based on the success of the pilot, and the learning exchange the connection then went through to Tindall and funding was provided to launch Omega)

According to Justin Treagus, strong collaboration with business and community partners have been fundamental to seeing this approach succeed. Working closely with organisations such as the Auckland Regional Migrant Services (ARMS) and the Chamber of Commerce, the organisations have been able to support new migrants transition to meaningful employment in Auckland. Each organisation plays a specific role in the pipeline of support services.

The next step is to begin piloting an Omega Partnership model that can be rolled out to all interested community agencies. The new OMEGA core purpose is now more firmly focused on working with business to create opportunities and solutions for job ready skilled migrants to step into, and this will be achieved through a stronger collaboration with ARMS. The Tindall Foundation funded the Omega start up but now the project is moving to a stand alone entity. New shareholders, who are already industry leaders in the area of 'developing talent' are being sought out to invest and help Omega achieve its vision to create a more innovative and efficient labour market in Auckland. Omega shareholders will shape Omega as a new independent entity and ensure that Omega's capacity and delivery grow, year on year. The budget to deliver Omega's core programme is $500,000 annually, which will be made up from the shareholders investment in the Omega Trust. The trust will be launched in October 2009

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The Stuttgart city-region is an established hub of economic, technological and political life in South-western Germany with a GDP of close to €100 billion. While the city itself has a steady population of just 600,000, the wider Stuttgart region, 3,700km^2 in size, is among the most densely populated in central Europe and consists of 2.7 million inhabitants. Stuttgart has witnessed a number of recent structural changes brought about by globalisation and demographic change, but the city has successfully adapted to these demands and retained its status as one of Europe's key economic engines. While having effectively retained a vibrant manufacturing sector, the region is now rich in cutting-edge scientific, academic and research organisations, of global and regional proportions, with almost a quarter of regional employees working in the high-tech sector. The city's expertise in mobility and IT technologies is backed up by strong universities and technical colleges. The consistent capacity to retain blue chip high-tech industries is responsible for Stuttgart's high quality of life and low unemployment, while international investment and co-operation has also been achieved in the fields of media, film, medicine and tourism.

The city has a new dynamic self-image compared to the 1990s - one of modernity, east-west connectivity, and multicultural harmony - which it has projected globally with some success. Thanks to visionary city leadership and a robust metropolitan government, Stuttgart is the near the centre of global exchange of best practices. Moreover the city has become a leader in environmental policy and sustainable urban development, and is also internationally respected for its youth engagement policy.

A number of challenges are nevertheless emerging that present a risk to the region's status. Dependence on the car industry and other manufacturing technologies, threatens the long-term adaptive capacity of the region, given the threat of industrial shrinkage or outsourcing. The region will need to be at the forefront of creating new opportunities for growth in new products and technologies, while also maintaining the human capital and infrastructure necessary to facilitate economic changes.

KEY AREAS OF GLOBAL STRENGTH

R&D strength – 6% of regional GDP – most privately funded - is spent on R&D, ensuring the city has retained its status as the leading centre for mobility R&D in Europe and a hub for cutting-edge knowledge exchange

Authoritative metropolitan government model - The Stuttgart Regional Association has wide cross-sectoral capacity over economic development and land-use, and has successfully attracted intergovernmental grants for regional transport projects.

Sustainable mobility - In a city where the car industry has been an indispensable part of the local economic fabric, public transport has been put at the centre of Stuttgart's social and economic development, aided by the transformative 'Stuttgart 21' rail project.

Business and civil society leadership – Regional planning, governance and economic development receives considerable input from Stuttgart's big-business community and active private media, while sports and women's organisations are also well-accommodated in the planning process.

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City Leadership

The city of Stuttgart is governed by the Lord Mayor and the municipal council that consists of 60 members elected every five years. The council is the political representation of the citizens and the main agency of the city: it determines the general strategies, decides on important affairs and provides the framework for the activities of the municipal administration. The Lord Mayor, directly elected by the citizens to serve for eight years, is both the councils' chairperson and the head of the administration. His personal responsibilities are, amongst others, coordinating the units of Business Development, Controlling, Integration Policy, Equal Opportunities for Women and Men, Coordination and Planning, Communication, as well as the unit of European and International Affairs.

Dr Wolfgang Schuster has been the Lord Mayor of Stuttgart for over a decade, succeeding Manfred Rommel in 1997. Schuster's decade-long reign as mayor of Stuttgart has contributed significantly to Stuttgart's adaptation to the demands of the world economy. Stuttgart is now a hyper-modern metropolis with strong connections to the west and east, and has become a comparatively harmonious multicultural city offering a high quality of life (and income) to those that settle there.

An accomplished student, Schuster graduated from Humboldt High School in Ulm, and went on to study law and political science in Tübingen, Geneva and Freiburg between 1969 and 1973. From 1976 to 1977 Schuster studied at the Paris École nationale d'administration (ENA), focusing on governance and international economic policy. When Schuster ran to succeed Rommel as Lord Mayor in 1996, he won the office in the second ballot, defeating Rezzo Schlauch, the candidate for the Alliance '90/The Greens by a relatively narrow margin. In October 2004, Schuster was re-elected to the mayoral post in the second ballot, comfortably defeating opponent Ute Kumpf (SPD). Schuster successfully gained the support of rival Boris Palmer (Alliance '90/The Greens), who indirectly recommended his supporters to back Schuster after being defeated in the first round.

Schuster has operated on the board of a number of major public bodies and city government boards. He has been chairman of the supervisory board of Stuttgart trams, traffic organisation and water supply. He has also been President of the German Council of European Municipalities and Regions (CEMR), based in Cologne, and Vice President of the Council of European Municipalities and Regions (CEMR), which works out of Brussels. He is also a member of the Executive Board of the World Association local United Cities and Local Governments (UCLG) in Barcelona. In December 2007, Schuster was elected European vice president of the world association United Cities and Local Government. Schuster has been short-listed for the 2008 World Mayor award and was voted second

most successful Mayor in Germany in a survey by Wirtschaftswoche magazine. In 2004, he was the only (active) local politician nominated for the Frankfurter Allgemeine Zeitung 'Reformer of the Year' award. Schuster is married to a female doctor and has three children.

Schuster has had considerable funds to address both international economic development and diversity in Stuttgart. His goal has always been to create a city environment in which the whole population feels middle class, with access to transportation, child care, schools and meeting facilities. Schuster sees the expense of such measures as cheaper than the effects of emerging social ghettos.

Schuster has shown equal interest in Stuttgart residents' latent potential, regardless of their ethnic or socio-political background. He recognises the fact that in some parts of the city Germans are in a minority, but sees this as an excellent means to integrate – coupled with strong educational infrastructure and community organisation. He has encouraged a scheme to sell immigrant families apartments at discount prices, so that they feel closer to the heart of the community. For Schuster, this course of development has "an organising effect on the entire environment." As far as he is concerned, "anyone who lives in Stuttgart, is Stuttgarter. Simple as that". This reflects the broader leadership mentality that a city which relies on exports needs an international population.

City Leadership Agendas and Vision

Stuttgart's leadership and vision in the field of openness has been apparent for several decades. In 1971, when the city recognised that the number of migrants was increasing and some challenges arose, the municipality established the first advisory committee on foreigner issues (*Ausländerbeirat*) with members from the municipal council as well as foreigners. In addition, the municipality organised initiatives supporting the integration and well-being of immigrants, often in cooperation with welfare organisation

As we will observe in the case study, the City Council has adopted a wide municipal integration policy to strengthen social cohesion and the integration and participation of migrants as an overall strategy implemented on a daily basis in every facet of public life. The responsibilities for integration, equality and diversity-related measures are strongly intertwined. Since the year 2000, the central coordinating function for all integration and diversity-related measures lies with the *Department for Integration Policy* (*Stabsabteilung für Integrationspolitik*) which is directly answerable to the Lord Mayor. Furthermore, an International Committee (*Internationaler Ausschuss*) is in charge of advising the municipal council and the administration concerning all matters of integration and diversity.

Together with 4 other German cities (Augsburg, Cologne, Frankfurt am Main and Munich), Stuttgart is part of the 'Diversity Charter' (Charta der Vielfalt) initiative, which strongly supported by the Federal Government, involves more than 240 companies and public organisations that jointly signed the charter titled 'Diversity as a chance' and have thus obliged themselves to acknowledge and promote diversity .

Stuttgart has been a leader in its efforts to deepen political participation. In order to improve the identification of migrants for the city of Stuttgart, the city has consistently aimed at enhancing the political participation of migrants. The International Committee has been institutionalised so that it does counselling work on topics concerning the migrant population of Stuttgart.

Coalitions Built and Leverage Achieved

Mayor Schuster is not the sort of figure who is loved by his friends and enemies alike. There are many who are averse to his detached, businesslike style. However he has shown tremendous

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patience in his negotiations for the construction of Stuttgart21, the rail project that has divided the city for over a decade. His conviction in the importance of the project to Stuttgart's future success has won over many detractors. Despite the continued protests of much of the city's population, Schuster has not backed down from his position yet has remained an accessible figure who seeks dialogue to resolve problems, even when such an approach has obviously irritated him. He considered his major task to make it clear through the powers of articulate persuasion that everyone would benefit from Stuttgart21. His belief that relieving people from ignorance and polemic is central to the progression of the project is symptomatic of his approach to conflict and his leadership style in general – "the more people know, the greater the agreement", he said in 2007. Partly for this reason, Schuster also promotes the interests of intercultural dialogue and the sharing of religious ideas and is the founder of the Stuttgart Religious Round Table.

For Schuster, Stuttgart has "a long, colourful history, shaped by inventors and thinkers." He does not tend to offer a negative narrative of the city's history, preferring to highlight its role at the forefront of social and technological development. He stresses that Stuttgart is experiencing a number of fundamental structural changes, brought about by demographic change, globalisation, technological development, and the evolution in shared common values. This is affecting work, family, and city life – but Stuttgart's leaders have been clear that the change can be seen as an opportunity not a threat.

Schuster argues that the region of Stuttgart is a leading economic centre and is "indisputably number one" in R&D throughout Europe. He creates a firm image of Stuttgart as a centre of expertise for automobile and mobility technologies, backed up by outstanding universities and technical colleges, such as the Fraunhofer-Gesellschaft, Max Planck Institute and the German Aerospace Centre (DLR). For Schuster, "there is no other regional network like this in the world."

Beyond economics, Stuttgart has well articulated internationally its possession of a special range of cultural offerings. As far as Schuster is concerned, Stuttgart offers families the chance to bring up children in a secure and enriching environment, enabled through high-quality recreational facilities. For Schuster, Stuttgart is a city of solidarity and diversity – "a community of old and young, of healthy and sick, of German and non-German citizens."

Schuster's excellent handling of Stuttgart's economic prosperity has been a major source of his popularity. In 2004 Schuster's re-election to office was attributed to Stuttgart's favourable economic development during his first term.

The mayor regards his governing project as being to retain the city's leading edge economically, amid industrial restructuring in the wider German economy and its attendant effect on other municipalities. Stuttgart is renowned for its high quality of life, owing to the presence of a number of blue chip companies (Daimler and Porsche; IBM and Hewlett Packard) and as a longstanding base for high tech industries. Schuster has made a conscious effort to reflect the trend in globalisation and 'Europe-isation'. He has been at the forefront of ten city partnerships and municipal development partnerships, including the 'One World' initiative.

Transport-led Redevelopment and Stuttgart 21

Transportation was described as a "fundamental component of social and economic development" by Schuster, especially in Stuttgart where the car industries have been an indispensable part of the local economy. Schuster has led a leadership team which recognises the urgent need to adjust transport practices to make them more environmentally friendly. Stuttgart has argued that the global exchange of experiences and good practices is essential to find innovative approaches for sustainable mobility, with Schuster a key figure in the
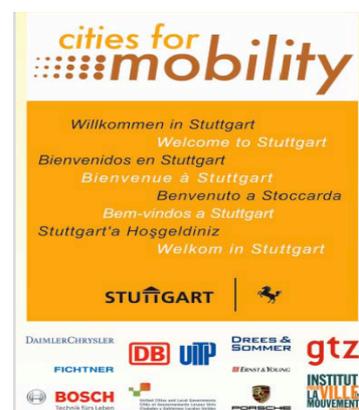
establishment of an international network of cities, businesses and scientific institutions to exchange experience. Entitled 'Cities for Mobility', the network now has members in over 40 countries and is one of the major facilitators of city-to-city collaboration in the world. The network is set to reach 500 members in 70 countries soon.

Schuster has got several NGOs and corporations behind the proposed 'Pedelec Promotion Month'. The NGOs Stuttgart Solar, ExtraEnergy and Cities for Mobility are mutually promoting pedelecs as an energy efficient and zero emission means of transport especially for hilly urban areas. This is part of Schuster's bike traffic plan, which intends to bring the bike traffic percentage in Stuttgart up to 20% (from 7% in 2005).
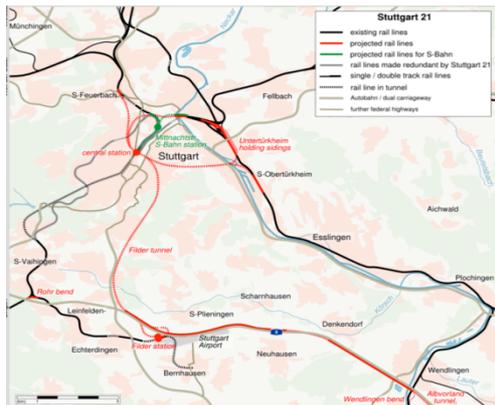
Arguably the biggest and most high-profile project in recent years in Stuttgart, the Stuttgart 21 rail project facilitates a new underground through station for Stuttgart for long-distance high-speed trains, also including connections to existing surface and underground lines. Stuttgart 21 has been a hotly debated issue among politicians and local residents since the idea was first put forward in the 1980s. Schuster was instrumental in agreeing favourable risk for the city in terms of construction costs. Although initial promises proved hard to maintain during the negotiation process, Stuttgart's leadership successfully deflected criticism among city residents and has shown how to manage the delivery of a transformative central city infrastructure project.

The mayoral leadership has successfully made the case, amid much controversy, that regional train services will be significantly improved by Stuttgart21, relieving congestion and thus helping the environment. By stressing that in the long-term the city will gain more tax revenue to make up the cost, and promising the maintenance of children's and social issues, Schuster has managed to pacify most voices of discontent. Furthermore, the environmental opposition has been diminished by city government reports that 70,000 tonnes of CO_2 would be net saved annually, and that the city's park would expand by 20 hectares.

Children and Education

Stuttgart's leadership have invested considerable time into developing Stuttgart as a knowledge economy –starting with its commitment to children and young people's education. While the governing project has initially aimed at retaining the city's leading edge economically, leaders have also made Stuttgart the most child-friendly city in Germany, establishing the EU Cities for Children network and pursuing a number of child-centred policies. For Schuster, "the most important raw materials are human knowledge and ability". Big play is made of the city's successful university and scientific institutions, and their offering of unique courses of study. Constant educational development is put forward as necessary to maintain Stuttgart's regional position. Schuster has also pushed the teaching of English in primary school children, alongside that of German.

Schuster has a declared aim to turn Stuttgart into Germany's most child-friendly city, helping to formulate the 'Stuttgart – City for Children' working agenda. Schuster established the EU Cities for Children network in cooperation with the Robert Bosch Foundation and Stuttgart-based carmaker Daimler. Schuster has promoted the Pact of Generations, which has set up 5 major goals under the City for Children initiative. These are increasing child opportunities for a quality education, safe housing, recreational spaces, health care and parental access through an improvement of the work-

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life balance. 12,500 flats have been made available to families and single parents, while 24 supervised adventure playgrounds have been constructed.

Education is also forefronted in Stuttgart's innovative integration policy. Currently the education system continues to disadvantage children of migrants, but in 2007 the City of Stuttgart launched a joint municipal/state educational initiative - the Stuttgart Partnership for Education – to create a coordinated system that will keep full track of new migrant children's language and learning development and ensure adequate progress. The Competence Centre Stuttgart Partnership – which reports to the Mayor - is the main engine of this effort, harnessing local innovation, developing quality criteria for further education and building strong networks with businesses. By 2010, specific language support will be practiced in all Stuttgart day-care centres.

For the recent FIFA World Cup, Schuster was at the centre of organising a diverse, multifaceted party for visiting fans in the 2006 World Cup. His priority was to make sure guests experienced Stuttgart's diversity first hand. A new gallery at Kleiner Schlossplatz was undertaken, and was seen by Schuster as a major cultural project that would show visitors Stuttgart's true face of a modern yet historically aware city. Schuster has highlighted Stuttgart's sporting prestige. In 2007 alone, Stuttgart hosted world championships in four different sports, thanks to its outstanding facilities.

Stuttgart has become a world leader in environmental policy and sustainable urban development, and youth engagement policy, for which it is internationally respected. Developing an attractive city for both companies and family of every background are top priorities of the mayor's leadership agenda. *"We want Stuttgart to become a preferred place for children's and families by providing everything children need and families most desire"*, Schuster has said.

Population Diversity and Openness

Today, people from over 170 countries live in Stuttgart. According to the City Council, 38% of the population have a migration background: a quarter (22%) of the city population – or 126,000 people - are foreigners, a further 10% are naturalised Germans with foreign origins, and about 6% of the population are ethnic German *Spätaussiedler*, most of them stemming from the former Soviet Union or from Poland. The population with a migration background is constantly increasing; more than half of the children living in Stuttgart have a migration background.

Since the municipal *Office for Statistics* has only recently begun collecting data concerning its citizens' migration backgrounds, most of the following information refers to foreigners only (i.e. non-German citizens) and not to people with a migration background in general.

Of the foreign population, the Turkish citizens make up the largest migrant group, representing 17% of all foreigners. They are followed by citizens from Italy and Greece (11% each). Croatians and citizens from Serbia and Montenegro make up 10% and 9% respectively[xxv]. A large portion (39%) of Stuttgart's foreign population has lived in the city for 15 years or more. Many migrants were born in Germany and belong to the second or third migrant generation. Foreign children make up a large portion of Stuttgart's young population: in 2005, the percentage of non-German primary school pupils was 27%.
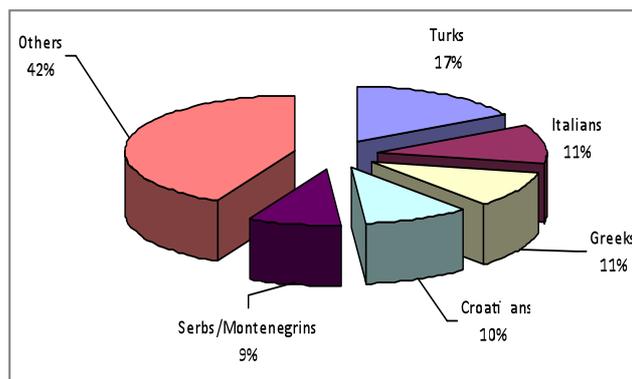
Case for Diversity and Openness

Since the beginning of the new century, the city of Stuttgart has explicitly considered immigration as normal and desirable for the development of the region. The Lord Mayor and other municipal officials have stated that the large percentage of people with a migration background is seen as a benefit and resource for the city as a whole.

At the beginning of the 1990s, Stuttgart's population rose significantly and, in 1992, it reached its peak of 613,316 residents. After this peak, the population began to fall steadily. Since 2000, a slight rise in the population has been documented.

Stuttgart is at the heart of one of the strongest industrial regions in Germany. The city is a major location for the automotive industry, as well as for science and technology: companies such as Daimler-Chrysler, Porsche, Bosch, Hewlett-Packard and IBM have all settled in the Stuttgart region. In addition, almost 45% of Baden-Württemberg's research and development capacities can be found in Stuttgart and the city is one of the federal republic's top educational locations. The region is also well-known for its wines.

The main argument for openness is demographic and economic. As in many European cities, Stuttgart is facing the challenges of an aging population without an adequate birth replacement rate. Currently, there are no children or adolescents under the age of 18 in 82 % of households in Stuttgart. Without immigrants, only 18% of households would include children. As a result, Stuttgart recognises that the effective policy of openness towards international populations is essential to augmenting the skilled labour force required to maintain and attract industry leaders in the region.

Coalitions and Alliances

The City of Stuttgart is an active member and one of the founders of the European network of Cities for Local Integration Policies for Migrants (CLIP), created in 2006 with the European Foundation for the Improvement of Living and Working Conditions and the Congress of Local and Regional Authorities of the Council of Europe with the aim of sharing experiences that enable local authorities as well as national and European policymakers to learn from each other and thus pursue more effective integration policies for migrants at a regional, national and European level. The network is supported by a scientific support group which conducts migration-specific case studies currently in 35 cities in 21 countries to enable the exchange of good-practice examples. Overview reports on housing and segregation, service provision, intercultural policies and intergroup relations have all been as of late 2009.

From a wider economic point of view the city's leadership is highly involved in strengthening the position of the Stuttgart region as an economically attractive location nationally and internationally through the Stuttgart Region Economic Development Corporation (Verband Region Stuttgart). The Corporation was established under provincial (*Land*) law as an independent regional organization in 1994. The Association's mandate is to attract companies to settle in the Stuttgart region and to support them during all the phases of their investments. It also seeks to support companies already present in the planning and execution of their market activities, and to carry out strategic projects to foster the regional economy with the main focus on SMEs. The list of regional responsibilities includes economic promotion and tourism marketing, transport (with responsibility for the *S-Bahn* (suburban rail service) and regional traffic planning) housing, land-use and infrastructure development using regional planning procedures. Additional areas of interest include culture, sport and conventions. The Association is also a partner in several major infrastructure projects: the Neue Messe (convention centre), the Stuttgart 21 rail project and the freight handling centre (gateway infrastructure).

Coalitions to internationally support the IT and research sectors such as the *Forum IT-Region Stuttgart* and *Open Source Initiative in Stuttgart* are participated in by numerous companies,

educational and research establishments. The Stuttgart Region Economic Development Corporation also aims to reinforce the area's position at the forefront of the international information technology business. FIR_st's approach is to push the innovative capacities of the region, to deploy existing resources by identifying future IT-related issues, to create awareness among prospective clients, set up platforms, support first steps of projects before releasing them to operate autonomously. The Economic Development Corporation is a public founded agency, created by the regional parliament of Stuttgart to support and establish cutting-edge business in the region. Its annual operative budget in 2004 was at €8 million. The funding of the initialized projects by FIR_st consists of 95% of non-monetary resources (knowledge, networking etc.).

Since April 2004 FIR_st has organized 50 events with more than 4000 participants. It has created 40 million media contacts (newspaper, TV), registered 1 million visitors on its internet pages, started three (now independent) initiatives, and created four networks with 120 member companies and institutions.

Governance and Leadership Factors

In Stuttgart, there are many indicators confirming the open attitude of the city towards international populations at both leadership and governance level. Besides German, the city website is available in English and provides general information on the city services with particular support to foreign students and business oriented newcomers. The existence of a wide range of both welcome services and wider city council actions has been found outside the web, in the Pact for Integration. As reported in box 3 of the city background, the Municipality organises and offers many services in partnership with other local bodies ranging from language support and start-coaching programmes to increasing public awareness and political participation. All these activities are run under the umbrella of the Department for Integration Policy, directly established by the Mayor which works to ensure a diversity policy as a cross departmental task. The Department is supported by the International Committee, whose work is to offer advice on integration and diversity matters; the Department's work is directly answerable to the Mayor. In addition, the city finances a municipal interpreting service for municipal offices and schools. About 150 interpreters are available to translate in 55 languages. In 2006, the city spent over $80,000 on this service. The city is currently working to ensure its city government functions are more open to migrant employment; as pointed out in a report by the Department for Integration Policy the percentage of foreigners employed in the municipality is only 14% of the workforce, which does not reflect the percentage of foreigners living in Stuttgart (22%).

The Pact For Integration - Background

Stuttgart has a long history of immigration, from which it has profited in terms of skills pools, ideas and international connections. The city has attracted a large number of immigrants since the end of the Second World War and today nearly one third of its population (590,000 inhabitants) has a migrant background. Almost 40% of Stuttgart's foreign population has lived in the city for over 15 years, indicative of its consistent capacity to retain international populations. The city of Stuttgart has recognised that *successful integration* is an essential requirement to attract and retain migrants, along with the investment of international corporations – and the attraction of migrants is ultimately vital to Stuttgart's economic prosperity. The successful integration of migrants is perceived as the 'glue' for social cohesion which requires a strong leadership approach implying active partnership between the public sector, the private sector and civil society. Consequently, Stuttgart city council has adopted a comprehensive integration policy concept in the form of the *Pact for Integration*.

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Launched in 2001 the Pact for Integration aims to strengthen social cohesion and the integration and participation of migrants, through an overall strategy implemented on a daily basis in every facet of public life. In so doing, Stuttgart became the first major city in Germany to develop a holistic integration concept as part of its long-term strategy, and continues to lead in this domain, sharing its success nationally and becoming a model for the European Council to uphold. Stuttgart's aim has been to ensure a participatory integration whereby new immigrants are not just a workforce pool but become active members of the social community. Recognising that cultural diversity alone does not guarantee social cohesion, Stuttgart's initiative look to create a 'socially just urban society.'

The Pact for Integration has been developed following a top-down process which involves the municipal administration, the private sector, civil associations, community groups and NGOs representing civil society (of both natives and migrants). The Pact for Integration specifies three goals for the municipal integration policy: participation and equal opportunity for everyone, peaceful cohabitation and social cohesion, and the capitalisation of cultural diversity to extend competences within the international municipal society.

In particular, the latter goal seeks to gain advantage from Stuttgart's multicultural population. Talents and potential of migrants in the fields of sport, culture, science and economy and, above all, their variety of languages are seen as a potential asset for an export-orientated economy and the local service sector. In this context, the quality of municipal services and local integration has to be improved through an 'intercultural orientation of the city administration'. This intercultural orientation has been developed through three parallel processes: The Lord Mayor, the small *Department for Integration Policy,* the *Department of Social Affairs, Youth and Health,* as well as some individuals strongly support the approach and have implemented diversity-oriented guidelines and measures. The strategy aims to offer services according to the needs of migrants, cover intercultural and cross-national offers and focus specifically on the quality of provision. This is being carried out through a combination of intercultural training, intercultural teams, intercultural guidelines and strong monitoring processes.

For the structural implementation of the three goals, the city has defined 15 fields of activity (increased from 12), seen as the most important services for people with a migration background. Many of the services provided by the municipality are organised and offered in cooperation with other local bodies such as schools and NGOs (see box 3).

Since its launch, the Pact for Integration has gained national and international recognition and reputation. In 2003, Stuttgart won UNESCO's 'Cities for Peace Prize'. However, the designated officials consider its activities to be a 'work in progress'. Commenting on the overall city policy, the Lord Mayor said in 2003, 'contemporary and future developments and migration flows will require a thorough rethinking of our policies on integration. Strategies and measures will have to be adapted or redrafted. New ways will have to be found and developed' (LHS 2003: 48). Hence, an enhanced version of the *Pact for Integration* was published in 2007. Currently, the *Department for Integration Policy* fosters the cross-departmental understanding and implementation of the 'diversity' topic. Amongst other events, regular meetings with the heads of all municipal offices will take place and monitoring systems regarding diversity in the provision of services and in employment policy will be set up.

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Box 3. Pact for Integration: fields of action

The Pact for Integration has defined the following 15 broad fields of activity to achieve its goals:

Language support for newly arrived and established migrants. Besides the nationwide integration and language courses financed and organised by the *Federal Office for Migration and Refugees* (*BAMF*), the city of Stuttgart offers local, district-based courses. Some of these courses have special target groups such as mothers (e.g. the project *Mum learns German*, including childcare during the courses) or unemployed migrants.

 1. Language and education support. The city provides multilingual information on language and education support to both children and parents (e.g. the project *Einstein in the nursery,* including German language proficiency or *Family Information – Registration, selection and admission of children in day nurseries for children*, a booklet published by the *Registry Office* (*Standesamt*) available in four languages, English, Greek, Italian and Turkish). The overall aim is equal opportunities in schools and in education. Stuttgart conducts several projects to enable more teenagers to achieve a good graduation level and hence gain professional perspectives. Among them there are initiatives promoting children's language abilities, additional tuition for elderly people, students or former pupils acting as mentors for the teenagers, as well as the intercultural orientation of schools.

2. Integration in the workplace. Within this area, there are four main municipal fields of action: (1) specific qualification measures linked to language courses, (2) individual consultation and qualification, (3) supporting self-employment and (4) the u25-support-system for graduates with low or no qualifications. Amongst the initiatives are: the municipal *Jobcentre,* a consortium of the city of Stuttgart and the employment agency; and the *Youth Welfare Office*, for young people (*u25*), offering placements and qualification.

3. Social integration. Socially, the Pact looks to improve the integration potential of migrant families through the intercultural orientation of public service delivery. This is especially focused on those with the most challenging prospects –women, senior citizens and refugees – all of which are well represented among migrants in Stuttgart. The city has set up a working group 'Older Migrants in Stuttgart' to address the problems of acute vulnerability that arise. The regimes of counselling, health services, kindergartens and asylum centres are being radically overhauled to make the process of arriving in Stuttgart more manageable.

4. Integration and participation in neighbourhoods: integration initiatives across the City's districts to enhance respect, tolerance and openness to diversity are supported by municipal programmes (e.g. *Integration through Sport - for an active cooperation in the city*). Stuttgart tries to prevent segregation with a housing policy which aims to achieve mixed population structures within the neighbourhoods and good living standards for its inhabitants.

5. Civic engagement - putting integration policies at the heart of the city institutions. The City Council aims to increase the active participation of migrants within the municipal services, in order to improve the municipality's international and intercultural orientation, thus fostering diversity mainstreaming within all of the city's offices and companies. Initiatives include the health project *MiMi* (*With Migrants – For Migrants*); the *Specialist Unit Migration* (*Fachstelle Migration*), which belongs to the *Office of Social Services* and aims to enhance the legal and social integration of people with a migration background and to contribute to the intercultural orientation.

6. Political participation. The *International Committee* has been institutionalised so that it does counselling work on topics concerning the migrant population of Stuttgart.

7. Inter-religious dialogue. In order to improve tolerance, a *Round Table of Religions* has been established, Islamic classes at school are being trialled and Koran classes are held in German.

8. Internationalisation to drive city-regional science and business - improving Stuttgart's appeal to internationally qualified experts and business entrepreneurs is a key target. This is being achieved through incentives to emerging economy businesses and investment in higher education provision and enhancing Stuttgart's international university reputation.

 9. Cultural diversity – investment in cultural associations of migrant groups – primarily through the Forum of
Cultures which brings together non-German cultural institutions to organise major festivals and celebrations. The action group on the Intercultural City Stuttgart IKIS and the Institute for Foreign Cultural Relations (ifa) strengthens the city's intercultural character and impacts upon business networks.

10. Integration through sport. Sports, is seen as a 'social cement' for Stuttgart's urban community, capable of breaking across ethnic and linguistic boundaries. The long term participation programme especially focuses on the equalisation of involvement of women, and is harnessing interdisciplinary cooperation among 150 partners from schools, sports clubs, children and youth welfare services.

11. Stuttgart Partnership for Safety and Security. A 'security partnership' has been established with the Stuttgart police department in order to prevent crime and ensure security in the Stuttgart region.

12. Intercultural and international orientation: Stuttgart aims to use its diversity as an opportunity in which to face globalisation and demographic change. Hence, the *Cultural Office* supports a variety of initiatives and cultural (migrant) organisations (e.g. *Forum of the Cultures*, the umbrella association for non-German organisations and intercultural institutions which organises, amongst other measures, cultural festivals and issues a monthly magazine called *Interculture Stuttgart*).

13. Inter-city cooperation in areas of migration and integration: exchanging experience internationally to enhance integration work at the local level across Europe. CLIP is the major mechanism for this, while the Municipal Quality Circle for Integration Policy is a new effort in 2009, funded at the European level, aiming at concrete integration measures at the municipal tier.

14. Stuttgart Partnership One World – aims to support cities in developing countries to solve their own problems so that each society can be more self sufficient and internally generate its own potential. The Stuttgart Partnership One World looks build a network of solidarity and international cooperation with target cities, giving rise to new forms of collaboration among and between diasporic communities.

15. Public awareness, PR and media: The City recognises that integration is a lifelong learning process, not only for immigrants, but also for the autochthonous population. Communication through the media, publishing magazines or exhibitions has a key role in raising the public awareness (e.g. the *Cultural Office*, works on intercultural municipal history, publishing life stories of inhabitants with a migration background).

Source: Cities for Local Integration Policies for Migrants (CLIP), Stuttgart Pact for Integration Update (2009)

Organisations, Coordination and Key Agendas of the Pact

Stuttgart's integration strategy was developed with scientific support in a top-down process and passed by the City Council within just ten weeks. In a second stage, the areas requiring action, agreements on goals and the need for further education in the various departments and administrative districts were clarified, and the required resources and established posts were defined. In a third step, key measures upon which to focus were developed with partners of the integration process.

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"The new element is that we are no longer merely pursuing a classic integration policy for migrants which classifies foreigners as people with language and other problems, but that we are saying: Stuttgart is an international city, with a 35 to 40% migration background, and we need a well mapped-out integration strategy covering the needs of equal opportunities", explains Gari Pavkovic, Head of the Department for Integration Policy.

As this statement makes clear, Stuttgart city leaders headed by Lord Mayor Schuster have recognised that the large percentage of people with a migration background is a benefit and resource for the city as a whole. Hence, the municipal integration policy has been re-orientated towards a resource based approach.

Stuttgart city leaders have also recognised that to be effective, the strategy had to address long-term goals, requiring the application of system-wide programs and policies across all sectors. A patchwork of uncoordinated integration activities would not work. Hence the Stuttgart Pact for Integration was formulated as an "alliance" for integration within a broad framework comprising many sectors and all age groups –from kindergarten to adult education. By accommodating all these various interest groups, the Stuttgart strategy recognized the value of the city's potential human capital in all its diversity. This human resource based approach is equally directed at newly arrived migrants, established immigrants and the native German population in order to emphasize that integration is a two way process involving both migrants and the receiving community.

Furthermore, communication with regard to integration policy is also more than just a dialogue between interest groups. The Integration Department assigned to the mayor's office is working on bringing the positive aspects of immigration into the public forum and successfully involving the media in this process. Success in these areas is confirmed by the fact that the local newspapers often provide information about the integration policy in reports, series, and portraits. An essential aspect of public relations in Stuttgart is the so-called culture of recognition. The public recognition of participation and civil commitment, for example in the field of social affairs, health, and crime prevention, is also an example that serves as an incentive for others to do the same.

Department for Integration Policy

Established by the Mayor in 2000, the *Department for Integration Policy* (*Stabsabteilung für Integrationspolitik*), aims to establish an integration policy as a cross-departmental task and responsibility. Administered by the Integration Commissioner (Gari Pavkovic) this department develops official policy strategies and concepts, such as the *Pact for Integration*, and gives impetus, recommendations and support to the other departments. The central unit is directly answerable to the Lord Mayor.

Its work is also supported by an International Committee (*Internationaler Ausschuss*) which is in charge of advising the municipal council and the administration concerning all matters of integration and diversity. The Committee consists of 13 members from the municipal council and 12 informed residents, chosen from recommendations made by the Lord Mayor.

In 2009 the Department began playing a leading role in the 'Municipal Quality Circle for Integration Policy' project, funded by the European Integration Fund, which is administered by the Federal Office for Migration and Refugees (BAMF). The aim of the project is to further develop successful integration strategies with concrete measures at the municipal level.

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Department of Social Affairs, Youth and Health

In the context of diversity the *Department of Social Affairs, Youth and Health* also merits mentioning for providing and organising social, medical and financial information, counselling and services. The Department cooperates with a variety of welfare organisations and non-profit associations. It is also in charge of the annual collection of population data which compares those with and without a migration background, within the different municipal districts.

Key Agendas

Through its own efforts towards investments and investment promotion, the City of Stuttgart as a corporation is successfully preserving its status as a location for new high quality SMEs. In the high-tech sector, Stuttgart is aiming to train and retain the finest minds in the city-region and simultaneously attract highly-skilled workers from abroad. Stuttgart's appeal to qualified specialists and entrepreneurs worldwide is mainly focused on expanding international relations in the fields of science and business. The Pact especially targets Indian and Gulf region companies to locate in Stuttgart. The City of Stuttgart, together with partners in Stuttgart-Vaihingen, has set up an Indian Business Centre (www.ibcstuttgart.com), with an Arab Business Centre currently in development.

Stuttgart also recognises the contradictory developments that emerge from the influx of immigrants in many world cities; high availability of cheaper skilled and unskilled workers, alongside high unemployment and generally low educational and skills attainment. It's Pact for Integration employment promotion offices aim to orient training and language skills specifically to local business needs, increasing migrant representation in the public sector and promoting start-ups among new residents.

Higher education is also a key focus. Although the city has a modest track record in this area, more students are being welcomed, especially from Asia. More than 2,000 Chinese students now study in the city-region. The Pact has prompted initiatives such as "Welcome Week" and a "Flying Citizens' Advice Bureau" to facilitate international student experience. The city now has the highest percentage of foreign students in Germany, at 22%. The Pact's goal is to retain this 'creative intercultural class' locally and involve it substantively in the integration process.

Stuttgart is also working to adapt its provision to a new creative cluster of artists, musicians, singers and designers, which has sprung up amid recent waves of international population influx. The city is preparing a much more intense intercultural and international orientation of all the city-region's cultural institutions, enabled by the decade-old "Forum of Cultures Stuttgart eV" umbrella organisation.

Over the next two years up to the end of 2011, the Pact's major goals are in the fields of education, municipal job diversity, and naturalisation. In education, the city aims to make the diversity commitment effectual across all ages – in particular by implementing the partnership for education between child day care centres and primary schools. The further involvement of Muslim communities into local working groups and education integration projects is seen as particularly urgent. Municipally, the proportion of trainees and employees with a migration background in the city administration will be dramatically increased, with a particular focus on apprentices. The intercultural orientation of the Aliens' Registration Office is to be a focal issue. Furthermore a joint naturalisation campaign is planned by the Public Safety Department and the Department for Integration Policy, as a concrete mechanism to enhance migrant participation in all areas of community life. Target groups of long-term residents have been identified, and the campaign is to be conducted under the patronage of the Mayor.

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Lessons

Stuttgart's Pact for Integration, undeniably a leader of its kind, demonstrates a number of important messages. It shows that city leaders need to comprehensively assess their own unique situation and position their long-term goals accordingly, when devising management and inclusiveness initiatives. Stuttgart's application of system-wide programmes and policies across all areas of social and political life has been instrumental in making integration a realisable aim and not just a wishful policy outcome. Furthermore, Mayor Schuster's critical role in the process shows how important a charismatic leadership figure can be in cultivating potential divisive openness strategies. The city leadership also gained strength and credibility from its active pursuit of a varied coalition of organisations with common interests. Finally, Stuttgart's openness agenda has benefited from being both a both top down and multi-layered process, driven by twin goals of inclusiveness and hard results.

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Situated on the north western shore of Lake Ontario, the city of Toronto is Canada's economic capital and has a highly multicultural population of 2.6 million. With a city-regional population of 5.2 million, the Greater Toronto Area (GTA) is the largest urban agglomeration in Canada, and the 5th largest in North America. The regional population is projected to increase to 5.9 million by 2025. Recently faced with challenges of declining employment in manufacturing, the city of Toronto has successfully diversified its economy and now exhibits real strengths in the creative sector. It also offers areas of global leadership, including in the green economy, a large and deep pool of talented workers and is extremely socially diverse nourished by an outstanding quality of life. The city has embarked upon a bid to achieve global city status, and some of the city's most recent policies articulate this as a vision for Toronto to become a global business city, a hub of environmental innovation, a beacon of diversity and cohesion, and a centre for global education and training. Although by no means a large city-region by international standards, Toronto is assuming a leadership role in the sectors that are seen by some commentators as coming to define the 21st century – sustainability, medical innovation, financial services and education.

Despite its evident ambition, the city is suffering from a serious infrastructural deficit affecting everything from housing to public transport to hospitals, and this has led to speculation and concern of an economic decline. In this respect Toronto is somewhat dependent on funding provision at the federal level, which continues to be insufficient. At the same time, despite success in attracting and fostering knowledge and creative sectors, there is growing awareness that the city's economic development efforts do not yet position it effectively to make the most of global opportunities or to leverage its own assets to attract investment. Elsewhere, despite strong awareness of the city-regional dimension of growth, there remain areas where regional collaboration and mutual management, across the GTA and beyond, have not been properly initiated. More aggressive marketing and attracting investment from multinational firms are also required to enhance international perceptions. While growth nodes such as Mississauga are adding to Toronto's image as a haven for multinational firms, integration with the city's own CBD needs to be managed carefully and systematically.

KEY AREAS OF STRENGTH

Attraction of international talent – Toronto's business services sector and strong education provision has prompted long-term successful immigration across the skills spectrum, and has resulted in the cultural asset of a highly diverse, literate and creative population

Consolidation of city government powers – greater powers over taxation and governance are enabling the city to overcome previous sclerosis

Creative-scientific leadership – the region is a continental leader in important medical and biotech sectors, and has invested in long-term infrastructure to support their development. Both are reinforced by the dynamic ICT cluster in the neighbouring Technology Triangle

Carbon footprint – Toronto is a world leader in reducing emissions, delivered through a substantive and credible green strategy and sustainable energy plan

City Leadership

Toronto has a long history of commitment to multi-cultural diversity which has intensified over the past fifteen years as the city recognised the new challenges it faced. In 1998 the City of Toronto was enlarged to include four neighbouring cities (Etobicoke, North York, York, and Scarborough) and the borough of East York. The new city has a mayor-council form of government, with both the mayor and council members elected to three-year terms (extended to 4 years after 2006 municipal elections), representing 28 wards. The amalgamation of municipalities provided fresh administrative context for addressing the city's diversity and the problems of equity and access faced by a broad spectrum of the population (Altilia, 2003).

The current Mayor is David Miller. He was elected in 2003 with a pledge to end corruption and backroom dealing in city hall, and has been subsequently re-elected in 2006. A finalist for the 2006 World Mayor award, Miller is noted for his commitment to Toronto City Council evolving' into an entity closer resembling a capable government for a world city. David Miller's office is leading a number of initiatives ranging from the economic development strategy 'The Agenda for Prosperity,' to 'The Creative City Planning Framework' and 'The Waterfront Revitalisation' project. In June 2008, Miller was announced as the new Chair of the C40 Large Cities Climate Initiative. With his background in law and immigration, David Miller has a key role in championing and advocating the City's openness, which he has taken on from previous leaders.

'Mayor Miller has turned around a city that had slid into political favouritism and corruption…Successful pressure on other levels of government have resulted in better funding for infrastructure, sadly deteriorating from years of neglect. Most of all, Mr. Miller has involved all citizens in a campaign to clean up the city, revitalize the formerly industrial waterfront and make everyone proud to be part of a diverse, multicultural, world class Toronto.'

In 2008, Mayor David Miller initiated reviews of both the city's economic development efforts and its use of its own asset base to leverage investment and maintain fiscal health and a string balance sheet. Through the Agenda for Prosperity, the city has embarked upon a programme to become a successful global player, and some of the city's most recent policies articulate this as a vision for

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Toronto to become a global business city, a hub of environmental innovation, a beacon of diversity and cohesion, and a centre for global education and training.

Two New Development Agencies

Following a review of the city's development efforts and agencies, building upon the Agenda for Prosperity and the Fiscal Blue Print, The City of Toronto has decided to create two new development agencies.

- Invest Toronto: predominantly outward-facing organisation with the responsibility of achieving a better presence and market share for Toronto in international markets and contested investments.
- Build Toronto: predominantly inward-facing organisation with the responsibility of property development, institutional investment, urban and asset management, brownfield redevelopment, job creation, and sustainable development.

City Leadership Agendas and Vision

Toronto's attractiveness as a place to live and work confirms that it is a dynamic, diverse and affordable place. Toronto's strength is its diversity and with 50% of the city population (46% at the city-regional level) identified as foreign-born, Toronto is by far one of the world's most diverse cities. Toronto is also considered a leader in addressing that diversity. For example, the United Nations Centre for Human Settlements has recognized Toronto's innovative work regarding the provision of social services to ethnic, racial and aboriginal communities. Furthermore, the Toronto Economic Development Strategy won an international award of excellence for its broad scope and inclusiveness. Proud of its diversity, the City Council has celebrated it coining the motto "*Diversity Our Strength*" to capture the entire city's celebration of difference and the importance placed upon welcoming newcomers to Toronto. Mayor Miller has also concurred that one of Toronto's greatest strengths is its ability not just to respect diversity but also celebrate it. In his Toronto 2010 Vision of a Great City[xxvi] the Mayor reaffirmed the strong commitment of Toronto to diversity and declared that City Hall should take the lead in building strong, inclusive and diverse communities in all parts of the City. Having already created a civic engagement office to reach out to Torontonians of all backgrounds and make them feel a part of Toronto, the Mayor's current agenda is working to:

- Advocate that the province extend voting rights in Toronto elections to permanent residents. There are 263,000 Torontonians who have been in Canada for three years or more. They are affected by City decisions, but have no say in them. This would recognize the cultural diversity of Toronto and engage newcomers early in civic responsibilities and decision-making.
- Continue to strengthen the city's commitment to employment equity.
- Ensure multilingual access to City services through the 311 project, a Customer Service Strategy to improve accessibility to City services and l increase the City's effectiveness in responding to public inquiries.
- Expand the City's mentorship programs to help internationally trained professionals find work in their fields of expertise.

The same principles are also reconfirmed in the 2006 Agenda for Prosperity, created by the Mayor's Economic Competitiveness Advisory Committee, a partnership of civic leaders from the private, labour, voluntary and public sectors brought together to develop and implement win-win solutions for the City to excel globally and compete regionally.

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The Media also plays a role in forging this positive attitude towards migration thanks to the diversity committee of the Canadian Daily Newspaper Association, conceived by John Miller, director of newspaper journalism at Ryerson[xxvii]. He helped that organization rewrite its Statement of Principles in 1995, enshrining "a representative picture of its diverse communities" as an editorial goal for all Canadian newspapers.

Internationalisation

Toronto has captured the advantages of globalisation by attracting high levels of foreign talent and foreign direct investment (FDI) across the metropolitan area. Taylor et al.'s (2008) measurement of world city networks ranks Toronto 7th in the world in terms of gross global connectivity, up from 10th in 2000. The city has overtaken Chicago, Los Angeles and Milan in recent years and is now second to New York in North America according to the index.[xxviii] Canada's trading partnership with the US is the world's largest — higher than the combined trading activity of all EU countries. NAFTA has prompted an intensification of cross-border business between US and Canadian companies. Ensuring the city remains well connected to global flows of human capital and investment, combined with effective outreach marketing programmes that underscore the basic attractiveness of the city for

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Agenda for Prosperity (2008)

- A global business city where trade, finance, technology and a multi-lingual population combine to make the global economy efficient and accessible
- The world's inspiring city that sets the standard for how global cities innovate to solve urban and metropolitan challenges such as climate change, energy conservation and efficiency, human wellness and security
- A hub of environmental innovation that provides environmental solutions for the world at the same time as it evolves into a centre for environmental technology development and production
- A beacon of diversity and cohesion, that exemplifies the sustainable diversity of advantage for all to see.
- A centre for global education and training that utilises its exceptional diverse human presence and its institutional excellence to become a centre for learning for global value chains and industries
- A location for new and distinctive cultural products that draws upon creativity and diversity as well as technological excellence
- A base for open institutions that want to play new roles in a global era and want to be uniquely connected to the world

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business and workers, has ensured that Toronto has disproportionately benefited from the process of globalisation.

Global Vision and Firms

Toronto lies sixth in the world in terms of the number (9) of Fortune 500 companies with headquarters in the city, behind Seoul (10) and Madrid (8).[xxix] The city hosts 37 headquarters of companies with over $600 million in annual revenue. [xxx] This explains why, in 1996, Fortune rated Toronto the best global city for business.[xxxi] Mississauga, a growing city within the GTA, is a highly active market, where the Canadian headquarters for 59 Fortune 500 companies and facility locations for 104 Fortune 500 companies are found.[xxxii]

Inward Investment

The attractiveness of Canada's R&D tax system is very high, and supplemented by significant Ontario R&D tax incentives, Toronto's combined corporate income tax system is one of North America's most competitive. Canadian tax incentives consist of a 100% deduction of both current and capital expenditures for R&D (net of the Investment Tax Credit - ITC). The tax credit reduces federal tax

payable, unused tax deductions can be carried forward, and used ITCs can be carried back 3 years and forward 10 years against tax payable in those years. Ontario's R&D tax incentives mirror the federal incentive system. The state provides a special additional deduction, a 'superallowance,' in computing Ontario taxable income, ranging from 25% to 52.5%.[xxxiii] Toronto has been ranked as the runner-up in fDi Magazine's North American Cities of the Future 2007/8 awards, beaten only by Chicago. Toronto's new business incentives are beginning to recast the city as distinctly pro-business, and are part of the broader process to improve liveability for all new comers as well as recent immigrants.[xxxiv]

To encourage investment, the city is reducing commercial and industrial property taxes; there are no municipal development charges for non-retail office and industrial buildings in Toronto[xxxv] and Imagination, Manufacturing, Innovation, Technology (IMIT) Grants designed to stimulate growth in key value-added economic sectors, including manufacturing, bio-medical, creative industries, environmental, information technology and tourism are available. The city also promotes and facilitates the remediation of 'brownfield' properties. Eligible development will benefit from a deferral of approximately 60% of an owner's municipal portion of taxes over a 10-year period. A further two-year deferral will be considered for the cost of brownfield remediation, up to a 67% deferral over 12 years. The program will be made available for a five-year period, effective as of 2008.[xxxvi]

The City of Toronto Economic Development, Culture & Tourism Division, which describes itself as 'Toronto's business advocates and experts,' is responsible for supporting both new and existing investors to ensure business development and retention. This office provides comprehensive services for businesses, including:

- Assisting with approvals to accommodate growth, expansion and relocation by helping investors negotiate local municipal regulations and administration.
- Establishing and maintaining 'Business Improvement Areas' through cost-sharing capital improvements in designated retail business districts. Supplementary programs in Streetscape Improvement, Commercial Facade Improvement, Banner and Mural, Commercial Research, and Community Festivals and Special Events are also offered.
- Representing the concerns of businesses to civic decision makers and influencing government policy to assist with business growth.[xxxvii]

Success in Capturing Emerging Markets

There are a number of links between, in particular, Toronto and China. The Mayor of Toronto travelled to Beijing, Shanghai and Chongqing, Toronto's sister city in early 2008 and it was reported that 'during the trip, efforts will be focused on luring Chinese business to Toronto.'[xxxviii] Further strengthening the links between Toronto and China, the Toronto stock exchange is considering opening a Chinese office as China is the fastest growing source of new listings. While there were only 40 Chinese companies listed on either of TSX's main or venture exchanges as of May 2008, out of some 3,800 in total, Richard Nadeau (Vice President of the Toronto Stock Exchange) expects the pace will quicken down the road.[xxxix]

Toronto has a number of partnership and friendship cities (including Chicago, Chongqing, Frankfurt, Milan, Sao Paulo, Amsterdam, Ho Chi Minh City, Kyiv, Quito, Sagamihara, Warsaw and Madrid). Toronto's city council considers requests to form relationships with other cities through its International Alliance Program (IAP). Toronto's IAP program is 'designed to foster formal and informal relationships with global cities to strengthen economic, cultural, tourism, and multicultural links internationally and to share best practices. The program also works to forge informal international relationships and networks for the purpose of investment attraction.'[xl]

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International Institutions

Attracting and retaining corporate headquarters and NGOs is part of Toronto's strategy to create a place for itself on the international stage. While Toronto does not play host to any leading international organisational institutions, the city has made excellent progress in developing its cultural institutions. The Toronto International Film Festival is now one of the strongest in the world, offering a highly competitive business and networking environment. Cultural festivals such as Caribana, the Gap Pride Parade, and more recently, Luminato, have become international in scope, with the latter aiming to rival Edinburgh's summer festival over the next decade. Toronto emerged in recent decades as a leader on progressive gay and lesbian policy, and Toronto Pride Week Festival has been one of the largest and longest running Pride celebrations. As a result the city recently won the privilege of hosting WorldPride in 2014.

Elsewhere, in 2006 the city was chosen to be the location of the new headquarters for the World Blind Union, the primary blind and partially sighted representative institution in the world. The Schulich School of Business: 'Canada's Global Business School,' can also be considered to bring something of an international institution to the city, given the exceptionally diverse make-up of the faculty and students. In general, however, actively seeking international organisational institutions does not seem to be a high priority for Toronto city authorities. The city is more committed to the hosting of major global events, and is applying to host the 2015 pan-American Games after a failed bid to host the 2008 Olympic Games.

Population Diversity and Openness
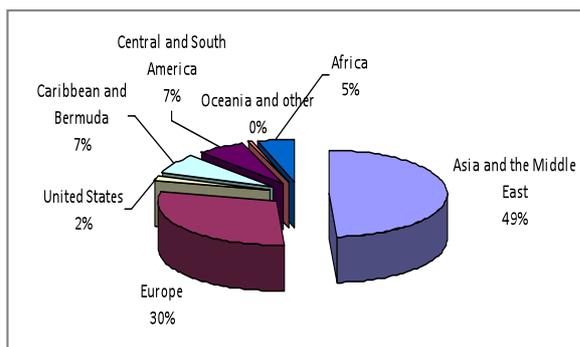
Toronto is a truly international city. Close to 50% of its 2.6 million residents were born outside of Canada, and the city-region welcomes 100,000 newcomers on an annual basis[xli]. As a result, over 100 languages are spoken on the streets of Toronto, making one of the most diverse cities in the world.[xlii] According to the City of Toronto, between 2001 and 2005, the Toronto metropolitan area attracted an average of 107,000 international immigrants each year, with the city of Toronto itself accounting for two thirds of the total influx (69,000). The top four visible minority groups in Toronto have recently been assessed as Chinese (259,710 or 10.6% of population), South Asian (253,920 or 10.3% of population), Black (204,075 or 8.3% of population) and Filipino (86,460 or 3.5% of population). [xliii]

Toronto's highly diverse population is not merely an upshot of globalisation; the city's very success is in part predicated on continuing to attract skilled immigrants to its workforce. This requires every effort to be made to maximize all opportunities for skilled immigrants to contribute to Toronto's social and economic development, as research has demonstrated that immigrants are lured to cities that are socially and economically competitive and inclusive. Research has also demonstrated that recent immigrants to Toronto are facing additional challenges in securing employment commensurate to their skill sets. Of the immigrants arriving in the Toronto CMA each year, approximately 65,000 are skilled workers. Statistics Canada analysis has repeatedly shown that skilled workers are not performing as well as expected in the years following their arrival in Toronto. Statistics show that six in ten immigrants are downwardly mobile on arriving and 30% of immigrants who have a post-secondary degree are working in jobs requiring a high school degree or

less whilst 80% of immigrants work in non-regulated work environments that are predominately small- or medium-sized enterprises.[xliv] There is an emerging public-private consensus that the difficulty recent immigrants have experienced in accessing appropriately skilled jobs threatens Toronto's ability to both attract skilled immigrants and carry out high-end functions in the global economy.

Case for Diversity and Openness

Immigrants continue to flock to Toronto, a phenomenon which reflects the area's attractiveness and can be attributed to its high quality of life: crime rates are low and have been steadily declining, transportation options are available and housing is relatively affordable. The range of employment opportunities in knowledge, culture and technology industries constitutes another magnet for Toronto. The city is recognised for its embrace of its gay and lesbian community, whose events and festivals attract considerable business sector support. This range of factors helps explain how more than 100,000 new immigrants arrive each year to the GTA, with over 40,000 of them in possession of a university degree. The City offers significant official support for its diverse citizenry as reflected in everything from electronic and print media to internationally acclaimed festivals. Toronto is also considered a world leader in addressing the needs and concerns of its diverse population through program and policy initiatives (Croucher, 1997).

Coalitions and Alliances

Besides from the local government, there is a rich and vibrant layer of activities directed to migrants supported by the civil society. A growing number of nongovernmental and community based organisations have focused their work on developing parallel structures, processes and incubating the advocacy tools to apply pressure (The Maytree Foundation, the Toronto Region Immigrant Employment Council). As we will further investigate in the case study on Toronto, the role of the non-governmental organisation has been fundamental in developing governance mechanisms and leadership capacity.

Toronto Regional Immigrant Economic Council (TRIEC)

The Toronto Region Immigrant Employment Council (TRIEC) was created in 2003 – a brainchild of the Maytree Foundation - to address an urgent regional need to effectively and appropriately include immigrants into the labour market so that they can better use their skills, education and experience. The city has a long legacy of race-based poverty, socio-spatial segregation and underemployment of immigrants. TRIEC is comprised of members representing various groups: employers, labour, occupational regulatory bodies, post-secondary institutions, assessment service providers, community organisations, and all three levels of government.[xlv] It is a fine example of a city's key players being assembled to find and implement local, practical solutions that lead to meaningful employment for skilled immigrants. TRIEC has a wide and diverse range of funders and donors, such as Citizenship and Immigration Canada, Maytree, and TD Bank Financial Group.

In aiming to identify local labour market solutions, TRIEC has facilitated extensive collaboration among its diverse group of stakeholders. Through two initiatives, the Mentoring Partnership program and hireimmigrants.ca website, TRIEC have served over 2,000 skilled immigrants within the Toronto Region. The Mentoring Partnership, which began in 2004, has successfully introduced immigrants to established professionals' knowledge, experience, and professional networks. It currently has 1,400 registered mentors, with over 1,900 mentoring matches and a 70% success rate of participants finding full-time employment. The hireimmigrants.ca programme provides

employers with tools and resources to accelerate the integration of skilled immigrants into their organisations, improving engagement and cross-cultural understanding. Elsewhere, the Career Bridge Programme is a public-private response to the labour market demand for internationally-qualified professionals to acquire relevant work experience. The program creates paid internship opportunities that last for 4-12 months for job-ready immigrants. In 2008, TRIEC expanded its relationship with print, broadcast and online media to reach a wider audience.[xlvi]

Maytree Foundation

The Maytree Foundation is a private Canadian charitable foundation that has been active in supporting the settlement of refugees and immigrants since 1987. It has developed a systemic approach to integrating immigrant workers into the Canadian economy which encompasses a number of "system components," that can be summarized as follows:

- incentives for stakeholders to collaborate in designing, delivering and evaluating programs and services, and for immigrants to access them;
- services and programs in the areas of information, assessment services, expert advice, and bridging programs to fill identified gaps; and
- leaders' council to foster collaboration, identify priorities and linkages, and communicate results.

Looking specifically at the work done in supporting and developing leadership with immigrant and refugee populations, in the report Diversity Matters: An Action Plan for Inclusion in Public Appointments, the Maytree Foundation has identified a 9-step action plan for achieving inclusion in public appointments (Box 2). All GTA municipalities have been urged by Toronto's leadership to use these steps as a practical guide in their appointments process to help remove the systemic barriers to full citizen participation.

Maytree's nine key practices for agencies, boards and commissions to follow in recruiting for civic appointments

   i.   Commit to diversity – Political leadership must entrench an unequivocal commitment to diversity in public statements and communications.
   ii. Address diversity in appointments policy – Establish a transparent and accessible appointments process that does not exclude qualified applicants from the application process.
   iii. Establish a baseline – Determine the demographic composition of a constituency and identify barriers to civic participation.
   iv. Establish change targets – Set quantifiable targets for progress measurement.
   v.   Create public appointments unit – Establish an internal unit responsible for ensuring the appointments process is managed consistently and appropriately.
   vi. Provide training – Provide training and tools to members of agencies, boards and commissions to ensure diversity promotion is practiced in daily governance.
   vii. Recruit qualified, diverse candidates – Increase the overall number of qualified applicants, focus on skills and experience as primary selection criteria, and have diversity be taken into consideration.
   viii. Support diverse agencies, boards and commissions – Accommodations should be made to ensure individuals from diverse backgrounds are not discouraged from civic participation due to restrictive factors, such as cultural holidays, child-care needs, etc.
   ix. Report on progress – Since diversity promotion is a long-term initiative, progress reports are essential to measure against set targets and sustain a commitment to diversity over the longer-term.

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Beside DiverseCity, the Maytree Foundation is currently working on other initiatives related to integration and diversity which include:

⇒ Cities of Migration: an interactive website (www.citiesofmigration.ca), aimed to foster the exchange of successful practices and learning activities presenting a curated collection of innovative, practical and successful local integration practices drawn from cities across the globe.

⇒ Joint projects to support and provide practical solutions to local stakeholders in order to enable their communities to use the talents of un- and underemployed skilled immigrants (ALLES; TRIEC).

⇒ Vote Toronto, a campaign to extend municipal voting rights to newcomers living in Toronto.

Governance and Leadership Factors

From our review of Toronto, we have found out that the City offers significant official support for its diverse citizenry and that this is reflected in everything from electronic information to the wide number of program and policy initiatives available. The City offers a wide range of welcome services. The Immigration website, www.toronto.ca/immigration, for example is a useful source of information for both newcomers and immigrants already settled in the city. It provides a welcome message from Toronto Mayor David Miller to introduce the services and solutions provided by the Toronto Immigration and Settlement Web Portal. Information is available in many languages other than English through translated brochures, the Google translate tool and a telephone interpretation service, called *Access Toronto*, which offers assistance about Toronto's municipal government services in more than 140 languages.

Toronto is already considered a world leader in offering special start coaching for migrants. The Profession to Profession Mentoring Immigrants program responds to employment barriers faced by internationally trained professionals in Toronto by enlisting City staff to mentor recent immigrants who have training in related fields/occupations. As analysed in the case study, Toronto has adopted a municipal strategy to reflect the community makeup and to raise the number of migrants employed in the city administration departments:

Over the last few decades immigration has significantly changed the face of Canada. Visible minorities make up almost one quarter of the population and demographers advise that the nation's future workforce and economic growth will strongly rely on immigration. Is this demographic shift reflected in the boards of public and quasi-public agencies, boards, commissions and crown corporations (ABCCs)? The Maytree Foundation, a private charitable foundation that promotes equity and prosperity through leadership building, found out that although Canada prides itself on being a diverse multi-cultural society, there remains a serious lack of inclusiveness at the top of its public, private, and non-profit organizations, both at regional and local level.

In the Greater Toronto Area (GTA), by far the most ethnically and racially diverse city in Canada, where immigrants make up 41% of the population, and will constitute 50% by 2017 (Stats Canada), immigrants and minorities are still largely underrepresented in ABCCs boards. Statistical data clearly show this deficit:

√ in the Toronto City Council only 4 of 44 councillors are members of visible minority groups[xlvii] (2006);

√ just over one quarter of Toronto's immigrants are not yet eligible to vote[xlviii];

√ and although visible minorities applying for public institutions in 2003 were 30% of the total, they made up only 22 % of the appointees[xlix]

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If visible minorities and immigrants make up almost half of the population, why are they still largely absent from the city's boardrooms? One answer may be that "Public institutions are a mirror of the society", as Ratna Omidvar, President of Maytree has observed- they reflect the power structure of the society. [l]

Diverse City OnBoard

To bridge the growing gap between the diversity of Toronto's population and its leaders, and to help connect public institutions to the talent they need for competitive growth and urban prosperity, the Maytree Foundation launched 'Diverse City OnBoard' (formerly known as abcGTA) in 2005 to ensure that ABCCs reflect the diversity of the people who live and work in the GTA. The project has two inter-connected objectives:

1. To facilitate the appointment of diverse candidates from visible minority and immigrant communities on ABCCs in the GTA.
2. To promote public appointment processes that are transparent and inclusive.

The program works by identifying qualified pre-screened candidates from visible minorities and immigrant communities for professional appointments on boards and committees. Through the Diverse City on Board website, boards can search for potential members, and candidates can shop for positions which are the best fit for their skills and interests. In 3 years over 500 candidates have been pre-screened and over 250 have been matched to a variety of public, non profit and other organisational boards. The goal now is to increase the number of appointments to 500 in the next 3 years. Part of the project is also the Diversity in Governance Award which annually celebrates public institutions and voluntary organizations that have demonstrated commitment and innovation in creating inclusive boards.

Furthermore, a series of publications and tool kits have also been realised to help organizations modify their recruiting and retention practices to increase leadership diversity.

The Diverse Leaders

In 1975, when Felix Mora fled the dictatorial regime of Chile's Augusto Pinochet, the onetime janitor and construction worker never imagined that he'd find himself sitting at a Canadian boardroom table.

Similarly, Raja Khouri, a human resource consultant from Lebanon became so discouraged by the lobbying and convoluted process involved in the government appointments process that he didn't even bother to put his name on the list of possible candidates.

Today both Mora and Khouri are both part of the wave of new faces and voices involved with public and non-profit ABCCs across the Greater Toronto Area (GTA). Mora was appointed to Toronto's Health Professional Appeal and Review Board and Khouri has become one of the 14 human rights commissioners for the Province of Ontario.

⇒ Seeing new immigrants and visible minorities on boards sends a broader message to the community- that they are welcome and valued– while creating a space where all residents can bring new ideas to old problems forward.

Source: http://citiesofmigration.ca/

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The Diverse City Project

The DiverseCity onBoard initiative proved a success largely thanks to collaboration between the Maytree Foundation and the Toronto City Summit Alliance, a multi-sector coalition working to meet the Toronto region's needs. The collaboration has widened and developed into a larger city project called Diverse City: The Greater Toronto Leadership Project. Launched at the Alliance's 2007 Toronto Summit "Making Big Things Happen" the Diverse City aims to help foster greater understanding of the benefits of diversity of leadership and knowledge about how this in turn can strengthen organizations and communities.

"*The GTA is the most diverse city in North America and our diversity can be one of our most powerful competitive advantages if we realize its full potential,*" says David Pecaut, Chair, Toronto City Summit Alliance, "*Through the DiverseCity project, and focusing on diverse leadership, the GTA community and organizations within the region have the opportunity to maximize their strength and effectiveness.*"

The DiverseCity project is a group of eight practical and measurable programs that address the under-representation of ethnic and racial groups in leadership positions and bring social and economic prosperity to the GTA including:

A. Initiatives to expand the region's networks:

> DiverseCity Nexus to bridge business and social connections between established and rising executives through an annual speaker series.

> DiverseCity Fellows to equip 25 next generation civic leaders each year through a fellowship that combines leadership, diversity, exposure to top leaders.

B. Initiatives to strengthen the region's institutions:

> DiverseCity onBoard to strengthen public and voluntary institutions by matching their governance positions with highly qualified candidates from racially and ethnically diverse communities.

> DiverseCity in Civic Leadership to broaden involvement in the political process by identifying, training and mentoring diverse leaders who will run for elected office and manage election campaigns.

> DiverseCity Voices to enrich the quality of print, radio and television news by identifying and training diverse spokespeople across a variety of subject areas and connecting them with journalists.

C. Initiatives to advance the region's knowledge:

> DiverseCity Advantage to build and communicate the body of knowledge on the economic and social benefits of diversity in leadership.

> DiverseCity Perspectives to create opportunities for dialogue and surface new ideas on the systemic conditions that encourage or discourage diversity in leadership.

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D. An initiative to track the region's progress:

> DiverseCity Counts to produce an annual check-up on the extent to which leadership reflects demographic realities.

Over time, these efforts aim to shift the demographics at the top to reflect the community. A 2009 report found that minorities remain under-represented in leadership positions such as elected officials, public sector executives, members of agencies, boards and commissions, accounting for just 13% of leaders The corporate sector remains the least diverse area, and where immigrants have failed to progress.[li] The DiverseCity project is hoping to accelerate the change by creating networks, and offering mentoring and training opportunities.

DiverseCity Leadership

This project is based around leaders who work or volunteer in positions that are symbolically important to a city or region in the GTA or influential in the community. These positions provide them with decision-making powers within their organization that affect people living in the GTA. Leaders may include: executives, political representatives, board members and senior public servants.

Currently over 100 partners have committed their support to DiverseCity. The goal is to identify 1000 new diverse leaders, over the next three years, and help them to move into positions of leadership and influence. Through a 12 months Fellows Program the diverse leaders will participate in a variety of meetings, workshops and events. They'll have the opportunity to build relationships with their peers and senior leaders from across sectors, as well as focus on three distinct themes that comprise city-building: leadership, diversity and civic awareness. Fellows will also work with Toronto region institutions on citybuilding projects that address social, economic or environmental issues. It is worthwhile to cite the creative way the call for fellows was conducted, which included the creation of a Facebook Group[lii].

Toronto: A Municipal Strategy to Reflect the Community

The deficit of diversity in leadership highlighted by the work of Maytree and Toronto City Alliance led the city to embark on an independent analysis of the composition of board members on its ABCCs and a major revamp its appointments processes. This independent effort is considered a hallmark of Toronto's leadership strengths. All applicants for appointment to city boards are now asked to self-identify if they belong to a diversity group (gender, age, race, disability status, sexual orientation). This information is tracked to determine if, in fact, the city is meeting its commitment to diversity but it also provides the city with a database of suitable candidates who are visible minorities.

Furthermore, to increase the number of applicants from these underrepresented groups, the city has undertaken a series of procedures to clarify and simplify the application process including:

- information about the application process posted on the city website;
- the city advertised in a variety of languages in the ethnic press;

- the name of the appointments committee was changed to the Civic Appointments Committee from the Citizen Nominating Committee to underscore the fact that the process was open to all residents, not just Canadian citizens; and,
- to demonstrate the importance of diversity in appointments, the Deputy Mayor was appointed to Civic Appointments Committee.

A first analysis of the progress indicates that the number of applicants increased from 515 in 2004 to 1,316. The percentage of short listed applications from the targeted diversity groups increased only slightly but the number of applicants from racial minorities increased from 8% to 30%.

Organizations, Coordination and Key Agendas

The case of Toronto shows how business leaders working together, in cooperation with government officials and experts, can have a powerful impact on the outcome of immigration. Toronto's experience also demonstrates that establishing targets for change and measuring progress provides incentives for change. The work of the Maytree Foundation has been fundamental in identifying the necessity of diversity in governance and highlighting the benefits that diversity at leadership level can bring. Its expertise with the DiverseCity onBoard was a catalyst to engage other city stakeholders and create a wider city strategic plan of actions to change the leadership landscape.

The Conference Board of Canada, an independent membership organisation, supported the DiverseCity initiative by preparing the Value of Diverse Leadership report which concludes that the migrants under representation is "*an important missed opportunity as leadership is a fundamental driver of performance and productivity*". Diverse leaders add value, because they bring new networks, new markets and new ways of thinking to the table. For public service institutions, diversity in leadership results in all this and much more by mirroring society and promoting social cohesion. Among the benefits of diversity in leadership the report highlights: improved financial and organizational performance; linking domestic and global markets; recruiting from global and domestic labour pools; creativity and innovation.

- Rotterdam

Home to the largest port harbour in Europe, the city of Rotterdam in the south west of the Netherlands has a municipal population of 600,000 and an immediate metropolitan population of 1.2 million. Rotterdam forms part of the 'South Wing' of the polycentric Randstad belt region in Western Holland, which incorporates The Hague and Amsterdam and has a population of almost 7 million. Despite a long-standing trading spirit, Rotterdam has endured the difficulties associated with considerable industrial re-structuring to diversify away from traditional manufacturing and port-related specialisation. While the port remains the region's indispensable logistics cluster, the city has sought to develop new economic growth clusters, notably in health and media, and is gradually developing a presence in insurance and consultancy. City-regional co-operation has contributed to the redevelopment of key office space in targeted municipalities, and is also responsible for emerging investment-attraction initiatives designed to provide new jobs for the city's high foreign-born population.

Rotterdam faces land constraints in the long-term expansion of its port capability, and has the challenge of diversifying towards more value-added activity. Still regionally rather than globally oriented, the city has not realised its knowledge economy and innovation potential, and its labour market remains sluggish, inflexible, and comparatively low-skilled. Rotterdam has invested to upgrade its housing stock, as a very high proportion of the population rent housing through the social sector, but stringent regulation and a limited role of market forces has limited the growth of quality housing. Furthermore the city's port volume and inaccessible transport lay-out has contributed to regular road congestion, while its airport has insufficient capacity to meet regional growth needs. At the governance level, municipalities have decentralised many of their responsibilities to municipal districts, resulting in considerable variation in levels of service provision and fragmented regional infrastructure.

KEY AREAS OF GLOBAL STRENGTH

Port location and resilience – long-term port prospects are sound, given favourable location, deep-sea capacity, artificial land expansion, diversified shipments, and new freight railway network to Germany

Proximity to regional hubs – Rotterdam is well-placed to become a key node within the Randstad region, and benefits from close air, water and rail links to the UK, Brussels and Paris. The (under-realised) potential for complementary economic specialisation is high.

Water city potential – vulnerability in the fields of energy and climate present a clear opportunity for innovation in the development of a low-carbon future, begun through the city's Strategic Energy Policy portfolio

Safety and security policy – Rotterdam's specially developed 'Safety Index' – focusing on youth and drugs crime – is a model of neighbourhood-oriented multi-actor cooperation

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City Leadership

The Rotterdam Municipality is governed by a Commission of Mayor and Aldermen, elected every for years. Whereas the Aldermen are accountable to the municipal council, the Mayor is established by the Queen. The City Hall is responsible for the overall policies of the city, while the City Districts (which exist in Amsterdam and Rotterdam) have power over affairs that concern their district only. The administrative structure of the city districts replicates the structure of the municipality, consisting of a city district council and a board of city district aldermen presided over by the city district president. The city district has a relatively important role in the implementation of welfare policies and in the implementation of urban development programs[liii].

Randstad Holland In Europe

1. Randstad
2. Rotterdam
3. Rijn-Schelde-delta

Bron: Rotterdam, 'Gateway to Europe'

Local government is involved in migration issues for three reasons: firstly, because it has the responsibility for urban facilities, for town planning and preservation of order and security, for the environment, and for the reduction of nuisance; secondly, because it pursues a policy that is directed towards the welfare of the inhabitants of the city, and towards their chances and opportunities in employment, education, culture and recreation; thirdly, because it is up to the local authorities to pursue a policy that is aimed at developing a robust democratic society, in which the behaviour of citizens is based on decency, non-violence and mutual respect[liv].

Rotterdam has been one of the first major European cities to appoint a Muslim immigrant as its mayor, Moroccan-born Ahmed Abtouleb. In making its selection, the Rotterdam city council described Aboutaleb, of the left-leaning Labour Party as "an inspiration to all Rotterdam residents."[lv] He has taken office in January 2009.

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City Leadership Agendas and Vision

Economic Strategy in Rotterdam is led by the Rotterdam City Development Corporation (RCDC), part of the Rotterdam Municipality. The RCDC is responsible for the economic and spatial development of the city, attempting to create a 'multi-faceted, attractive and international metropolis'. RCDC has a statutory existence and remit to undertake spatial and economic planning and to operate marketing and business advice services. The RCDC has a Rotterdam based remit and aims to work only on Rotterdam. With the importance of the port there is a national significance to their work, but it is established locally. The RCDC has recently begun to do some work on regional development in promoting technological investment but this has a limited scope and presence.

The creative sector in Rotterdam is booming even faster than in Amsterdam. This is mainly due to the availability of cheap space in combination with an atmosphere for experiment, innovation and an entrepreneurial mentality. In order to exploit this trend to the maximum, the Rotterdam Development Corporation is developing a policy that aims to remove obstacles for entrepreneurship, offer a better service to the sector and create spaces for entrepreneurship.

In terms of spatial policy, three different urban spaces are being re-thought of as "creative areas":

- The city centre for high brow creative activities and meeting places
- Marginal neighbourhoods for small entrepreneurs
- Former industrial and port areas for companies and activities that need large spaces or that are in conflict with urban life like noisy activities

At present Rotterdam is undertaking a profound transformation of the old port area that is expected to take 10-20 years. During this period Rotterdam wants to use the creative sector to keep this area alive. The real estate in the area is partly owned by the port and the city authority, who will keep it in their possession and they will let it out under cheap rentals. In this way both the economic as well as the spatial goals will be achieved.

The RCDC does not call on other units within the city business/economic environment other than in an informal, advisory role. There is no space on the RCDC for formal business representation. The national government does have an influence on the way in which the Rotterdam municipality operates, through national development plans, policy decisions on decentralisation and planning and other strategic decisions. The Randstad region organisation does not directly liaise, but is linked to the municipality so informal communication is certainly possible.

The economic policy of the city is strongly defined, but output assessment is hard to find (or only exists in the Dutch language). Typical economic indicators such as GDP and unemployment are mobilised by the city, but whether definitive measures of particular policy exist is hard to note. With respect to social and regeneration policy, measures such as houses built and the density of housing are key. Also, tertiary sector floorspace is a measure of success used but does not appear to be an indicator defined before a round of policy implementation.

Internationalisation

This is summed up as the statement '*The Gateway to Europe*'. City planners consider the European continent its hinterland in promotional literature. Rotterdam still operates on an economic policy basis, and does not have a strategic plan in the Barcelona mould that other cities are starting to develop. The main function of Rotterdam remains the port: this is its lifeblood and gives it an enormous competitive advantage. It acts as a traditional Marshallian cluster, bringing together

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business and activities associated with freight, transport and trade, as well as ship maintenance and other technical operations.

On top of this, the city has begun to develop a more diverse sector base as a response to increasing freedom from central government control and a need to spread the productive base in a globalising world. In particular, the arts and architecture are big sectors (the latter building on Rem Koolhaus' practice) and have maintained continued employment and image making for the city. It is also attempting to develop a local film industry for Dutch cinema and as a shooting location for European film-makers, along with the associated studios and technicians required to make a film. The city furthermore has an increasingly aggressive tourist agency aiming to offer a Dutch experience that is not Amsterdam, red lights and Ecstasy. International conferences, distribution and transport industries and low level services in expanding retail and restaurant sectors are also major policy aims, and heavily associated with the regeneration policies.

Economic policy has played second fiddle to the city's regeneration/social policy since the 1970s. This is mainly because the focus on ensuring the port's prominence is key: this drives all else. Adam Smith's specialisation theories bear up well here (Edelenbos, J *et al*, n.d.). But whilst massive decline of the port may leave the city isolated from international flows, and it remains the driver of growth and its existence, the dominance of the port and its strategic importance in the plans of international producers mean that structural decline is highly unlikely: Harwich, Caen and Hamburg cannot compete at scale.

Rotterdam is the largest port in the world, offering connections to all major economic centres. Some claims state the port processes each week more tonnage than the Port of London did in one year at its peak. Rotterdam Airport has good direct connections with fast check-in times to a growing number of major European cities (including London, Hamburg, Milan). Schiphol Amsterdam, one of the largest airports in Europe, is situated 45 minutes away. A new high speed train is being built to reduce that journey to just 16 minutes. Rotterdam has an extensive number of short sea/feeder services with connections to more than 200 European ports and beyond. And situated on the river Meuse Rotterdam has well developed inland waterways. Since inland shipping is a reliable and inexpensive mode of transport more than 50% of the international throughput in the city is transported by barge. By train, Paris is two and half hours away, Brussels one hour, and from there London is only 2 hours more by Eurotunnel.

Soft infrastructure is good, with the Dutch system still maintaining a welfarist legacy. Hospitals, schools and universities are plentiful, and the education system in the city (and the Netherlands as a whole) is reportedly excellent. Rotterdam does have a more decayed urban fabric than some of the more touristy centres such as Amsterdam and The Hague. This has been associated with the social impacts of unemployment (which is about 14%) in the city. Most of this has come through changes in the Docklands areas that have led to labour cuts despite continued productivity and growth.

Rotterdam is home to the Dutch half of Unilever, and Mittal Steel Company N.V., the world's largest steel company. The Port of Rotterdam has a strong relationship with the Port of Shanghai, the only port in the world exceeding the port of Rotterdam in terms of oil shipped.

The Erasmus University has a strong focus on research and education in management and economics. The University is located on the east side of the city and is surrounded by numerous multinational firms. On Brainpark I, Brainpark II, Brainpark III and 'Het Rivium' are offices from Deloitte, PWC, AIG, KPMG, CMG, Procter & Gamble, Coca Cola Company, Cap Gemini, Ernst and Young and others. In the centre of the city are Unilever and also Robeco, ABN AMRO, ING (Nationale Nederlanden) and the Rotterdam WTC.

Cultural Environment

In the 1980s, the city made cultural regeneration and development its focus, designed to enhance inner city liveability and to encourage the relocation of business to a pleasant city. A mix of national government policy including *cultuur verspreiding* (cultural dissemination), designed to redistribute cultural facilities away from Amsterdam, and the 1990 Fourth National Report for

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Planning which said cultural facilities enhanced urban imagery and competitiveness, coupled with local desire for employment in cultural facilities to led a decade of rapid cultural development. Today, Rotterdam is known for its unusual architecture and its embracing of modernity in all its forms. Art galleries are decentralised and democratic – even some police stations have an exhibiting space for local artists to use whilst also serving communities. Leisure and sporting activities are plentiful, and football and handball teams compete in city stadiums. In all, whilst Rotterdam does not possess the grandeur and reputation of culture in Amsterdam, it does have on offer a viable cultural and entertainment scene. The Erasmus Bridge and Theatre Square are international centres.

Growth Drivers

The port remains the main growth driver, given its strategic importance to the country as a whole. Architecture, conferences, tourism and small and medium sized enterprises are increasingly important in the city's growth. Despite a long-standing trading spirit, Rotterdam has endured the difficulties associated with considerable industrial re-structuring to diversify away from traditional manufacturing and port-related specialization. While the port remains the region's indispensable logistics cluster, the city has sought to develop new economic growth clusters, notably in health and media, and is gradually developing a presence in insurance and consultancy. City-regional co-operation has contributed to the redevelopment of key office space in targeted municipalities, and is also responsible for emerging investment-attraction initiatives designed to provide new jobs for the city's high foreign-born population.

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Population Diversity and Openness
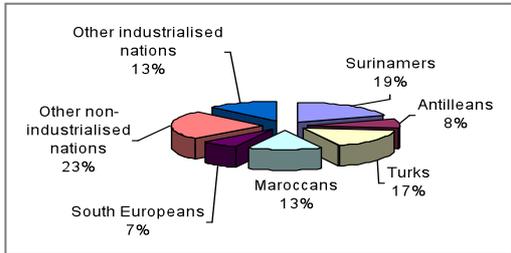
The City of Rotterdam has a population of 600,000 but lies within a city-region (or Travel to Work Area) of about 1.4 million residents. Some 50% of the City population is foreign born. The percentage of Muslims is about 13 % of the total population, and the majority have a Turkish, Moroccan and Surinamese background[lvi].

Over time the composition of the population has changed dramatically. After the war the number of people living in the city centre fell from 80,000 to 28,000, compared with a working population of 80,000 workers. In just over two decades, the population of the city as a whole fell by 175,000 or a quarter from its peak of 740,000 in 1965, with the decline levelling off after 1975. At the same time as the better off residents left for the new suburbs, others took their place. In the 1950s Europeans

and North Africans came to work in the rebuilt port, followed in the 1970s by immigrants from Cape Verde and the Dutch Antilles. During the 1960s and 70s immigrants also came from the former Dutch colony of Surinam, mainly as guest workers attracted by jobs in the port, jobs that then disappeared with containerisation and mechanical handling.

By 1990, a combination of 'chain migration', and an influx of refugees and asylum seekers from Africa, Asia and Latin America, referred to as traditional ethnic minorities, had created major challenges for the big cities. By 1996 22% of the working population and 40% of the residential population in Rotterdam was of non Dutch origin. Young people have tended to move into the city to study or join a partner, while those with a Dutch background have tended to move out to the suburbs in their 30s[lvii].

Case for Diversity and Openness

An historical port city, Rotterdam has suffered from the decline of the industrial activities related to the port and has gone through a long-term decline due to technological change. This shift has led to a loss of local population and a continuing multiculturalisation of Rotterdam itself with "young, single, poor, immigrants settling [in Rotterdam] and old(er), rich, native-born couples leaving the city" (COS Rotterdam, 2004). Between 2002 and 2006 the local leadership agenda brought the ethnic-racial dimension to the fore: safety and "liveability" of the neighbourhood took precedence over more progressive notions of social inclusion. This has led to a polarisation in the city with the result of a safer climate but weak social cohesion. The new Municipality government, elected in 2006 has instead focused on the city's diversity as an asset for the cultural city base aimed at increasing the urban quality of life. The point is not on attracting new population but how to manage the existing diversity to get benefits from it. Since being Cultural Capital of Europe for the year 2001 with the motto 'Rotterdam is many cities', Rotterdam had worked to market itself as a multicultural city: it attempts to bring the cultures of ethnic minorities into contact with the rest of the city, with a particular focus on supporting and developing youth culture.

This new shift in city leadership has made the Municipality reconsider diversity as an integral aspect of the City itself. It no longer separates the integration policy from other issues but includes it in the Social theme of the Municipality programme (2006-2010). Together with housing, safety and economic issues, the social theme *aims to enhance the social quality of Rotterdam through participation and unity*. Within this new framework there is a shift from integration to participation and from immigrants to Rotterdammers as urban citizens who have rights but also obligations. Participation is achieved with the implementation of programmes which include learning Dutch, emancipations, anti discrimination.

Coalitions and Alliances

The **Economic Development Board Rotterdam** (EDBR) is a platform comprised of more than thirty opinion-leaders from the business community and the educational, scientific and cultural sectors, together with the director(s) of the Rotterdam Development Corporation and the Port of Rotterdam. It was established in 2004 following an analogous initiative in Singapore. Since then, the EDBR member have advised the Municipal Executive on economic investments and promoted the rapid initiation and execution of (economically) promising projects.

The **International Advisory Board Rotterdam** (IAB) is the international peer of the EDBR. The fifteen members of this advisory agency, former heads of government, CEO's and academics from more than ten countries meet once a year in Rotterdam. They advise the Municipal Executive on opportunities for strengthening Rotterdam's economic development based on their expertise and

world-wide experience. The IAB serves as a sounding board for the Municipal Executive in issues related to international economic developments. In spite of enduring its strategic position, IAB has advised the City Council to use the city intercultural characteristics as a magnet to attract positive attention to Rotterdam, and spread its image from a port and industrial city to a more diverse and dynamic one, with an increasing level of quality of life.

Governance and Leadership Factors

Contrary to past policies, the city has adopted a new approach to migration and integration issues. What is distinctive about this approach is that the Municipality no longer pursues a specific policy on migrants. This new approach, as presented in the above case study has lead to a commitment toward an Urban Citizenship. The new City government elected in 2006 introduced a single integrated policy for all its citizens, regardless of their migration background. So with regard to indicators of Openness all the City Council's activities are now regarded as being part of the social framework. Within it, the City manages several projects and activities to support the language, job coaching and diversity policy in Council departments. Rotterdam has a population of around 600,000 inhabitants, 50% of whom have a foreign background. Muslims comprise close to 13% of the city's population. The city has recently appointed the first ever Mayor with immigrant origin, the Dutch Moroccan Ahmed Aboutaleb (January 2009).

As part of the city effort to encourage effective dialogue between cultural communities, new immigrants and the larger community, the Municipality has developed a new policy plan focussing on all the citizens of Rotterdam regardless of their ethnic origin. This makes a political statement and demonstrates commitment to the idea that the city's diversity is both necessary and deliverable.

Urban Citizenship

In line with this new city approach to integration and participation, in May 2006 the Municipality adopted an official commitment to "Urban Citizenship". This concept refers to the adoption of an integrated framework for all activities in Rotterdam during the 2006-2010 political term - with a focus on the areas of participation, emancipation and citizenship. The new policy does not pursue a specific policy for migrants but a unique one for all citizens of Rotterdam. It is based around the central tenets of participation, dialogue and an improved quality of life for everyone.

The Urban Citizenship policy document (January 2007) explains: "*Citizens of Rotterdam are world citizens. But citizens of Rotterdam are also urban citizens. No matter how different they are, they are united by one thing: The fact that they are all citizens of Rotterdam.*"

Box 1 shows the concrete actions that the City has identified to promote the idea of urban citizenship. Within the city's commitment to urban citizenship the City Council has recruited a high profile and recognized international commentator, Tariq Ramadan, to draw greater attention to integration issues and send a strong message to all the interested stakeholders. The City Council has also funded the Chair in "Identity and Citizenship" (Faculty of Social Sciences and the Faculty of History and Arts) at Erasmus University.

The 'Citizenship, Identity and Feeling at Home' project implements parts of the policy document on Urban Citizenship and is part of the 'Dialogues on Urban Citizenship' (Dialogen Stadsburgerschap) implementation programme. The starting point in these dialogues is that diversity is not a problem but, on the contrary, an excellent opportunity to make the city a Leading Cultural City in Europe.

The 'Building Bridges' city dialogues implementation programme of December 2007 explains: *The dialogue and communication on urban citizenship are tools to involve Rotterdam citizens in the policy and in forming coalitions to realise urban citizenship. In the end, urban citizenship will only be 'alive' when Rotterdam citizens really start acting on it. The dialogue therefore encourages the formation of new coalitions. Conversely, the dialogue on pride in the city, reciprocity, identity, participation, and a sense of standards and values adds an extra dimension to the existing programmes in the field of, for instance, the approach to street or district, where the focus is on the quality of life and social cohesion in the neighbourhood[lviii].*

Box 1. Rotterdam: Urban Citizenship in action

The following represent concrete actions on which the City is currently working to practically promote the idea of urban citizenship.

Enhance language skills: Learning Dutch is considered the fundamental step to integration. There are 20,000 language and integration projects currently in place (e.g. Participate Through Language programme, a language course which is linked to the encouragement of activity, for instance via work experience).

Integrated approach to discrimination: Rotterdam has joined the "European coalition of cities against racism," and thereby set down a ten-point plan for combating racism and discrimination.

Diversity policy in the municipal authority. As one of the city's largest employers, the municipal authority can make an important contribution to setting a positive example.

Rotterdam Ideas. Facilitate the implementation of Rotterdammers' ideas on how to improve streets or districts. The Idea Caravan is currently carrying out nearly 500 citizens' initiatives together with the people who proposed them).

Emancipation of women. Women's involvement is considered the crucial first step in the participation of families and children. Women are particularly encouraged to learn Dutch, to help at schools, and to look for work. Investing in better facilities for women is a priority.

Searching for talent. The IAB recognises that there are unidentified opportunities hiding in Rotterdam's diversity. The City Council is working to set up a Talent Development Taskforce in order to track down this talent and to help it to blossom, encouraging mentoring arrangements and grants.

Encouraging entrepreneurship. Promoting independent entrepreneurship providing support through workshops and training schemes.

Making facilities available to all Rotterdammers: from sport to education facilities, the municipal authority's services are being improved with the creation of urban centres to enable all Rotterdammers to participate.

Exploiting the power of the city, forming vital coalitions. Currently 62 "district social action programmes" (one for each district of Rotterdam) exist to improve the involvement of citizens in their districts.

Encouraging dialogue in the districts. The Council is attempting to make dialogues on Islam and integration possible on a small scale in districts, neighbourhoods and schools. It is thought to be this kind of debate based on democratic rules and at a low threshold level that will encourage Rotterdammers to become urban citizens.

Source: Urban Citizenship: the Slogan is Participation

Organizations, Coordination and Key Agendas

As Muslims comprise 13% of Rotterdam's total population,[lix] the City Council showed boldness and vision in appointing an international figure, Tariq Ramadan, considered a leading voice of moderate

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Islam, to lead the integration debate and help to build trust and mutual knowledge between the both Muslims and Non-Muslims. Dr Ramadan, one of the world's foremost intellectuals, is recognised for his reformist views on Islam, including his emphasis on the difference between religion and culture (which he believes are too often confused) and belief that citizenship and religion are separate concepts. Dr Ramadan believes that "*Integration is a concept from the past*, **contribution is the concept of the future**" and urges Rotterdam to start a post-integration discourse, where integration doesn't mean '*another population group*' which does not belong to '*us*'.

During the four years of his work for the city, which ended in 2009, Ramadan's work in Rotterdam has brought this debate to schools, mosques and community centres particularly around the issues of education, employment and media and perception. Ramadan has advised the municipality not to fall into the trap of accepting the 'culturalisation', 'regionalisation' or 'islamisation' of socio-economic problems but to fight this from a common and shared responsibility and from equal rights.

In the spring of 2007 Ramadan conducted an extensive city tour of Rotterdam, asking various groups how to develop a model of urban citizenship that recognized the contribution of each citizen and could contribute to a collective sense of belonging. He feels that the concept of citizenship goes further the legal aspect - laws *ensure citizens have passports and enjoy certain rights* – he says - but psychologically it is about "*this feeling of being at home*." "*It's important people understand the common ground of citizenship as being a member of a society,"* Ramadan said, "*to get beyond this obsession over integration and asking people to remove things from their identity.*[lx]"

Ramadan's initial focus was on the field of education as the first necessary step towards good citizenship. Subsequently he has focused on the fields of employment and the labour market and later on media and perception. With Ramadan's co-operation, the City of Rotterdam has recently launched the 'Joining Hands against Forced Marriages' campaign. The project began as a local initiative led by the Platform Islamic Organisations Rijnmond but has since been promoted in six other European countries.[lxi] Ramadan's overall message was that the city should adopt a holistic approach to enable it to do innovative and pioneering work. Perception, communication, and co-ordinated and targeted actions were the upshot of his contribution. Rotterdam's approach to integration continues to display more synergy, more co-ordination, and especially more communication in light of his efforts.

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1	URBACT II Partner City	Vienna
2	**Title of Policy:** **Website:** **Contact Person:**	**Integration and diversity policy of the City of Vienna** www.wien.gv.at/english/social/integration/index.html www.wien.gv.at/english/social/immigrant.htm 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
3	**Location**	1) Country: Austria 2) City: Vienna
4	**Brief description of Policy (250 words)**	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 becomes manifest 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 a normality in 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 Department Integration and Diversity, newly founded in 2003 and today 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.

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5	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.
6	**Main themes** **(select 5 maxi)**	Most recently, Vienna's integration and diversity policy has laid particular focus on • 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.
7	**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 approx35%. In numerous parts of the city, the immigrant population exceeds 50% of the residents, and currently about 60% of newly-born Viennese are of immigrant background. Net population growth, which amounted to 15,000 to 20,000 persons in the years before 2008, is brought about by 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 state/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;
		• a normality 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.
8	**Activities of the Policy**	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, 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.
9	**Key Results and Impact**	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

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		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.
10	**Timescale** **Funds and Source of Funds**	Open-ended The Municipal Department Integration and Diversity is endowed with a budget of about 8.7mil EUR in 2009. In addition to that, all relevant administrative units of the city shall strive to integrate diversity management into their regular service delivery.
11	**Project Partners/ Implementation**	As a cross-cutting 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.

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| 12 | **Challenges or Difficulties Encountered** | Arguably, with its integration and diversity strategies Vienna disposes of a policy that is functionally, conceptually and substantially 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 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. |
| --- | --- | --- |
| 13 | **Lessons Learned** | The **Vienna Immigration Commission 2009** 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 will represent the **cornerstone of Vienna's OPEN CITY Local Action Plan with regard to leadership and governance**.

Based on a broad alliance of all mainstream (i.e. non-xenophobic) parties in the council, this expert body will meet several times between June and November 2009. Composed of 20 experts selected on grounds of their personal competencies, the Commission aims :
   • to render the immigration debate more objective and less guided by emotions,
   • to reflect the challenges and opportunities of future immigration against the backdrop of Vienna's hitherto immigration experience
   • to formulate fields of actions and requirements for Vienna based on scientific insights, and
   • to come up with well-founded policy recommendations for the federal government.
Specific hearings of the Commission will reach out to civil society and community representatives, religious leaders, social partners and additional experts, including the OPEN CITY Local Support Group. Political representatives, while committed to the Commission's success and the implementation of its results, will deliberately abstain from the expert development process, but work with the Commission through a feedback mechanism.

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 humanity 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. With a view on all types of immigration that Vienna experiences – i.e. qualification-based immigration of third-country nationals, family reunification with third-country nationals, the (ever-more important) internal migration from EU member states, as well as the reception of refugees – the Commission shall detail its recommendations in the fields of • Labour market & employment • Education & qualification • Housing & public space • Culture, religion & society • Diversity, politics & communication

- Bilbao

1	**URBACT II Partner City**	BILBAO CITY COUNCIL
2	**Title of Project/ Programme or Policy :**	ON-LINE MULTILINGUAL RESOURCE GUIDE
	Website :	http://www.bilbao.net/inmigracion/
	Contact Person :	Claudia Emmanuel claudia.emmanuel@ayto.bilbao.net
3	**Location**	The Multilingual Resource Guide is included on the Bilbao City Council website, and it is therefore accessible from anywhere on the Internet. www.bilbao.net
4	**Brief description of Project/ Practice/ Policy (250 words)**	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.
5	**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.
6	**Main themes (select 5 maximum)**	- Information on resources and services - Information on formalities required
7	**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."
8	**Activities of the 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: 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.
9	**Key Results and Impact**	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

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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.

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 principals 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:
- PageRank, 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.

10	**Timescale Funds and Source of Funds**	Total Budget: 25,000 € Financing Bilbao City Council 80% Basque Government 20%

11	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 responsibles 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 responsibles, 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.* 6. *In 2008 the municipal staff were trained.*
12	**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 with 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.
13	**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.

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1	URBACT II Partner City	Capital City of Düsseldorf
2	Title of Project/ Programme or Policy : Website : Contact Person :	The Family Tutor Lars Kolk lars.kolk@duesseldorf.de Brigitte Kugler Brigitte.kugler@duesseldorf.de
3	Location	1) Country: Germany 2) City: Düsseldorf City Council
4	Brief description of Project/ Practice/ Policy (250 words)	Like many European cities, Düsseldorf has certain districts with a high percentage of inhabitants with migrant background, particularly women who do not speak the German language sufficiently and it is often the case that families have difficulties because of these language barriers in integrating themselves into local affairs. For that reason, it was felt that there was a demand for mentoring these migrant families. Knowing from previous experience that special programmes and information services are rarely used, it was felt that home visits could be more useful. However, the supporting organisations were not able to provide such a service because of personal and financial reasons. The social work experience with families of migrant origin shows that representatives of the local migrant communities can be very good mediators in this field, for instance women of migrant origin who have already lived in a certain area of Düsseldorf for a number of years. This connection led to the basic idea of the project "The Family Tutor". Women from migrant communities who are already well integrated become qualified to visit families in their district to support them with information concerning the challenges they face in supporting their social integration.
5	Objectives	The family tutor informs the families in the fields of culture, language, education and health services. Furthermore the family tutor gives an overview of learning opportunities and provides assistance concerning financial questions. The family tutor should also profit from the project: Most of the unemployed women who have been trained as a family tutor get the chance for a better qualification and therefore it should become easier for them to find a job.
6	Main themes (select 5 maxi)	- advertising the project throughout the City of Düsseldorf - profile and recruiting the family tutors - training program of 144 Hours - evaluation of the training program (questionnaires) - practice of the family tutors - finding and nominating the families

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	Needs/ Issues and Problems	The biggest part of the training programme was organized by the project organizers themselves. This had the advantage that the group dynamic was positively influenced. The disadvantage was that the amount of time for the preparation for the lessons was far too high.
8	**Activities of the Project/ Programme/ Policy**	28 women were recruited in two districts of the City of Düsseldorf (Flingern and Oberbilk). The training programme was held from march 2008 till June 2008. The training programme was evaluated with the help of questionnaires at the beginning, in the middle and at the end of the training. The motivation of the women was very good. All of the 28 recruited women achieved the certificate as family tutor. Because of a wide ranging publicity, 48 families were found for a first contact interview. After the first contact 29 families were found that cooperated with the family tutor continuously, for 10 families could not provide the mentoring because of family problems and 9 families cancelled in the course of the mentoring. The mentoring included 370 hours and 236 contacts to the families. The field of work covered a wide range, for example looking for places at the kindergarten, interfering between family and the youth welfare office.
9	**Key Results and Impact**	The project gained a very good reputation. In December 2008 the family tutors awarded a prize "BürgerInnenmanagement" for their special engagement.
10	**Timescale Funds and Source of Funds**	March 2008 – December 2008 it is limited until December 2009 Project "Soziale Stadt", funded by North-Rhine-Westfalia New sources and funds are needed to continue the project.
11	**Project Partners/ Implementation**	Diakonie in Düsseldorf Ev. Familienbildung Stadteilladen Flingern Stadtteiltreff Oberbilk Langerstraß 20a Borsigstr. 12 40233 Düsseldorf 40227 Düsseldorf 0211-7353254 Tel.: 0211-6008363
12	**Challenges or Difficulties Encountered**	▪ the qualifying of the family tutors has to be prepared very well as the amount of time for the preparation lessons must be assessed sufficiently ▪ assumption for a successful work of the family tutors is an efficient networking between welfare organisations and the municipality (e.g. the youth welfare office) within the districts ▪ questions over future sustainability of the family tutors when funding is spent in December 2009
13	**Lessons Learned**	▪ City Councils must dedicate time and resources (both employees for preparing lessons and qualify family tutors and funds) to guarantee sustainability in the future ▪ A good communication strategy is a basic requirement for the success of the project. An open city can help to advertise the project to a wider audience

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