

OPENCities Final Report

April 2011

URBACT II



European Union
European Regional Development Fund



OPEN Cities



Connecting cities
Building successes



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1. General Introduction

OPENCities rejects any received wisdom whereby migration is to be viewed as a problem to be solved by palliative measures or barriers, arguing instead that human diversity offers many potential benefits to society – as a driver of entrepreneurship, creativity and innovation.

Thus, rather than a drag on performance, migrants are fundamental to any successful strategy for economic development and to any city's chances of success as a competitor in a continually globalising world. In such a world, places that underutilise the skills migrants have to offer inevitably suffer from a reduced competitive advantage (see Greg Clark, *Towards Open Cities*, 2008).

Given the current conjuncture, marked as it is by the pursuit of economic recovery and an expected future demand for skilled labour, it is crucial to maximise the value of Europe's human capital and to encourage economic dynamism. Consequently, it is vital for Europe to find ways to make the most of the human resources of its migrant population, present and future.

European society must understand, and leadership must make the argument, that it is not only important for immigrants themselves to realise their full potential – which it clearly is – but that such empowerment effectively benefits the collective self-interest. As the OECD Secretary-General puts it "it is an act of sheer economic rationality"¹.

As such, OPENCities focuses upon identifying what makes a city attractive to international populations and on developing practical strategies for tackling economic and social integration issues which can help cities better attract, retain and gainfully integrate international populations – thus contributing to their overall competitiveness, and by extension their economic, social and cultural vitality.

The British Council and OPENCities have also developed an OPENCities Monitor which is an indexing tool for evaluating and comparing city openness and which will continue on, after the period of the project. See: www.opencities.eu

Timeframe

Project launch: April 2008
End of the project: June 2011

Partners

Belfast, Northern Ireland (UK) – Lead Partner
Bilbao, Spain
Cardiff, Wales (UK)
Dublin, Ireland
Düsseldorf, Germany
Nitra, Slovakia
Poznan, Poland
Sofia, Bulgaria
Vienna, Austria
The British Council – special non-city partner and initiator of OPENCities

2 Crisis

The elephant in the room has clearly been the **economic crisis**, which has unfolded throughout the period of the Urbact OPENCities project, causing a fundamental paradigm shift, changing the priorities of administrations, general political discourse and popular concerns.

Regarding non-EU nationals, the impact of the economic crisis has been particularly strong; the employment rate of nationals decreased by 2.3% between 2008 (q2) and 2010 (q2), while that of third country nationals experienced a much stronger decline of 4.3% – as indicated in the *Employment in Europe 2010²* report. Said report relates these migrants' experiencing the sharpest falls in employment rates to their being employed in precarious, low-skilled jobs, which were generally the first to go when the crisis hit.

Moreover, the impact of the crisis has significantly conditioned the receptiveness of general populations and their political leadership to the arguments OPENCities presents. Importantly – OPENCities initial conception dates from prior to the crisis, in what was obviously a very different climate, and has had to be nimble in adapting to the urgent challenges of an economic and social crisis of historic proportions.

The argument OPENCities and its participants have had to defend – in the face of a harsh new climate of downturn, fear and insecurity – is that there is a need to **maintain openness**, to various skill levels and types; and this, not despite the crisis, but rather as part of the way out of it. Openness is a strategy for the whole economic cycle; it is a long-term strategy and view of society, and it is intrinsic to a city's capacity for resiliency and its hopes for recovery.

Moreover, if the EU's stated **Europe 2020** objectives (high levels of employment, innovation, productivity, social cohesion, smart jobs and mobility) are really going to be achieved – despite the burden of aging demographics and the ravages of the current economic crisis – it is imperative that European cities pursue a vigorous agenda of openness for attracting and creating new opportunity and for activating the full potential of a diverse population.

“Openness is a strategy for the whole economic cycle; it is a long-term strategy and view of society, and it is intrinsic to a city's capacity for resiliency and its hopes for recovery”

3 The Network

The partner cities are quite diverse, with a range of convergence and non-convergence cities, geographical distribution and economic and social profiles. This diversity, even at times disparity allowed for significant opportunities to transfer knowledge and practice.

This diversity has also served to highlight that a great degree of **creativity and a range of approaches and differing scales of action** can be effectively brought to bear by pro-openness policies. In terms of scale, partner actions have involved from local football matches to international Commonwealth events or the annual European Cultural Capital. Investment attraction has pursued investment flows from within Europe and beyond – from key global players such as Japan, China and India.

In terms of variety of approach, actions have worked with NGOs, multinational corporations, police, trade unions and a panoply of other actors. They have addressed a range of issues from entrepreneurship, health, language, participatory approaches, gender, IT tools and more. Action Plans have relied on the principle of **complementarity**, building on existing initiatives and resources, and working within larger policy frameworks – such as broader strategic plans, large-scale regeneration projects or through mainstreaming into other policies and into administrative structures and norms.

Cities make progress from interaction with other cities – both with ones that are similar and with ones that are quite different. Participation in the OPENCities network gave impetus to new initiatives and learning that is applied in concrete policy and local services: cities revised their use of IT tools, transferred approaches to awareness raising and developed new approaches to promotion, business strategy and investment attraction. In some cases change was incremental, improving upon existing tools and practices, in others new practices were introduced which were the first of their kind locally or nationally.

Conceptually, in some cities local understanding of openness was, through OPENCities participation, better articulated in terms of its practical application and in identifying what an individual city's policy options were in terms of an openness agenda. In other cities, the idea that migration, diversity and openness are assets which benefit a city – rather than being a problem to solve, manage or minimise – came as a novelty and broke entirely new ground in their communities. **It was generally found among all partners that in pushing forward such a project, those driving it must find a concise and fact-based way to explain to stakeholders and decision-makers they depend on why openness is an asset, in terms that are meaningful to them and their own priorities.**

Overall, the diversity among the partners was particularly evident in how the three themes of OPENCities were developed.

¹ Speech of OECD Secretary-General, <http://www.oecd.org/document/>
² <http://ec.europa.eu/social/main.jsp>



4. Themes

OPENCities was structured around three key themes which provided the focus for exchange of learning and best practice. These are:

- Leadership and Governance
- Internationalisation
- Integration and Inclusion

Of the three themes, partners worked most on Integration and Inclusion, as this aligned the most with their immediate needs and capacities; the impacts of the economic crisis also served to concentrate minds on tackling exclusion issues.

However, it clearly emerges from the project that there is a generalised lack of connection between policies for **Inclusion**, for **Economic Development** and for **Place Promotion**. OPENCities' participants have made important progress with this issue, which is a problem throughout Europe. One of the key conclusions that emerged from OPENCities was the **structural need to forge greater linkages between these policy areas (silos) as part of any sustainable strategy for city prosperity, dynamism and social cohesion**.

The following three subsections draw from the three published OPENCities thematic papers:

“One of the key conclusions that emerged from OPENCities was the structural need to forge greater linkages between these policy areas (silos) as part of any sustainable strategy for city prosperity, dynamism and social cohesion.”

4.1 Leadership and Governance

By **'leadership'** OPENCities means making the case for, and setting an agenda for openness, developing long-term vision and strategy for an open city that is compelling, and influences the actions and behaviours of others.

City openness leadership involves influencing a range of factors beyond the direct control of city leaders, effective communication with citizens, effective coordination of stakeholders, enabling the creation of network structures, resource mobilisation and continuous endeavour.

By **'governance'** OPENCities means translating such an agenda into programmes, coalitions and organisational arrangements able to deliver the vision and strategy in the long term.

This requires effective institutional arrangements inclusive of key organisations, programmes and initiatives able to implement the agenda at suitable scale, efficient coordination, and advocacy between different levels of government.

The rationale is that, though crucial macro level policy is beyond local control (see below), **only local leaders** can lead and co-ordinate an agenda for greater internationalisation and openness. As well as the functions outlined above, fulfilling this role requires the exchange information and experiences with other cities.

City leadership includes both **elected** city leaders, senior **officials** of the city, and the civic leadership of business, institutions, and non-governmental organisations in the city. Higher levels of government also play their own leadership role, as do influential **media**.

City leadership in this sense is not just about managing; it is about agenda setting, co-ordinating, and influencing the actions of others.

The case for internationalisation and openness:

Who makes the case and how? Do cities proactively decide to become more open or is it a consequence of other decisions and actions? Are city openness policies dragged along by the arrival of international populations? Most cities appear to have a mixture of different reasons for wanting to be open, and international populations play various roles. From the myriad arguments in favour of openness that different cities make, four broad categories of rationale for openness emerge:

1. Globalisation, Specialisation, Agglomeration, and Talent Attraction.
2. Population and skills replacement.
3. Managing diversity better.
4. Advantage of diversity and cosmopolitanism.

The Leadership Task:

Local government typically does not control immigration policies and dynamics, labour market regulation, universities, major employers or international infrastructure.

City governments usually only have partial control over housing, education or cultural policies.

Likewise, municipalities cannot directly control market related processes, but rather try to influence and persuade, such that firms set up or expand locally, desirable investments are made, individuals move to the city, hiring decisions are made or that certain qualifications are recognised.

Effectively, a large part of local openness leadership is about influencing and shaping policies, programmes, and processes a city does not control. This can involve:

- Setting an overall future direction for the city.
- Gathering intelligence.
- Advocacy and negotiating change.
- Coordination and alliance building.
- Joint strategising.
- Joint ventures and investment.
- Policy and practice innovation.
- Promoting catalyst projects.
- Persuasion and influencing public, media, and institutional opinion



4.2 Internationalisation

In this theme OPENCities tries to understand the links between the internationalisation of a city's population and wider internationalisation processes, how cities are responding to new trends and what actions can stimulate a virtuous cycle of internationalisation.

Why do cities try to internationalise? Which cities do this and why?

Cities are now faced with many new or largely new trends and challenges. Improved human mobility is generating dynamic population changes and immigration flows.

- Technology-driven deepening of global economic linkages leads to city specialisation within global value chains. Cities must develop a platform to serve international companies, develop clear niches and decisive international roles.
- Political integration (EU Enlargement, NAFTA, ASEAN, Mercosur, FTAA and MEFTA) means cities can position themselves within an open international system, support the international community's co-operative efforts and attract an institutional presence.
- Economic sectors become increasingly international in character. Transnational tourist arrivals hit 922 million in 2008, with forecasts of 1.6 billion by 2020. Cities need to achieve visitor destination status if they are to be capable of hosting and servicing international populations.

- International populations provide a city with high quality diverse skills, which facilitate the operation of important city functions.

Thus, cities need to be able to support global firms, provide suitable real estate, construct quality digital infrastructure, develop cultural offer, and facilitate the emergence of international media, cuisine and so forth. Cities need comprehensive international connectivity, a confident and well communicated brand, diverse and credible relations with international markets, and a sincere pluralist perspective in all its international affairs.

How do cities internationalise?

- Large cities, capable of hosting a critical mass of activity, develop an international orientation as a central feature of policy-making (Sao Paulo, Mumbai and Istanbul)
- Smaller cities, with a distinctive cultural niche or economic specialisation, enhance established reputations in specialist fields (Edinburgh, Zurich, Boston)
- Secondary cities try to escape a constraining national urban system by looking further afield to attract investment, events and people (Manchester, Barcelona, Cape Town)
- Famous historical cities have sought to re-configure their international positioning, based on legacy (Amsterdam, Hamburg, Venice)

Not all cities can pursue such a programme of internationalisation. There must be organisational and fiscal capabilities, as well as an identifiable match between a city's economic and social assets and international demands for such attributes.

Examples:

Amsterdam plays on re-invigorating its bohemian identity and singular mix of business and recreation.

Turin is trying to recover from the 1990s by looking beyond Italy to find new international roles (higher education, high tech engineering, design and innovation).

Madrid plays on being the capital of the Spanish-speaking world.

Vienna, post-Cold War and enlarged EU, has profound opportunities to reorient its international direction and become a hub for a Central Europe region.

Zurich is re-asserting the strengths of its tax regime and enhancing cultural and recreational amenities, to counter insufficient domestic production of talent.

Elements of internationalisation strategy

Connectivity – competent infrastructural and logistics platform for international trading activity.

Infrastructure and Land Use – optimisation of the built environment, replacement of sub-standard housing, comprehensive public transport, creation of international zones and clusters oriented towards international sectors.

Cultural amenity – investment to attract and support international quality cultural offerings.

Identity, Values, Character (Brand) – international branding actions to re-adjust city image among international target groups, or galvanise citizens behind a common vision of becoming a world-class city.

Internationalisation strategies orientate development efforts towards a globalised world, and articulate a city's response to challenges of globalisation. The more consolidated such strategies are within a single document, the more they prevent ad hoc and disorganised policies, and ensure a holistic approach.

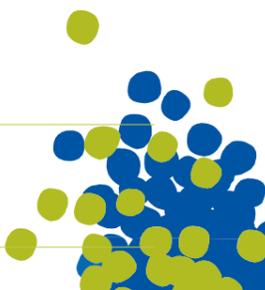
Population internationalisation and the internationalisation process

The formation and consolidation of international human capital both strengthens and is strengthened by the location of strong scientific, cultural and quality of life offerings. International immigrants transmit their skills and knowledge amongst their new colleagues and throughout their new home. This drives up standards and enables clustering of high-knowledge activity. Internationalising cities thus encourage the immigration, integration and co-existence of diverse international populations as a competitive advantage.

Scarce human capital is competed for. High-skilled migrants moving to, and remaining in, a new city depends not only on labour market perceptions, but also upon the ease of adjustment and integration, family and community ties, and quality of life. Key areas of competition for global talent:

- **Corporate firms** - competition for qualified engineers, tech-savvy professionals, and knowledge workers. An ageing workforce and declining fertility rates require the corporate labour pool be replenished from abroad.
- **International students** – cities compete to attract some 3 million international students.
- **Private R&D and academic institutions** – want foreign staff with specific expertise, language skills and familiarity with new markets. Collaborative R&D, co-invention of patents and institutionalised knowledge sharing across borders demands cities facilitate these exchanges.

Comprehensively internationalised cities seek a generalised infrastructural and quality of life improvement, as almost all types of international skillsets are demanded. Emerging cities seek to provide niche areas – often private gated communities - for highly educated foreign talent to live in. Most world cities have begun to recognise the positive effects of opening up to international populations. As such, the coming decade will see cities giving more priority to international talent mobility policy.



4.3 Integration and Inclusion

Success factors

- **Coordination among different stakeholders.** A unified approach is often best achieved by providing the city Mayor with ultimate responsibility for programme implementation.
- **Role of city-region in long-term capacity of an urban area to host international populations and firms.** Mechanisms are needed for ensuring the area outside city boundaries can provide appropriate R&D, public spaces, quality housing, and commuter facilities required to retain knowledge workers.
- **Robust engagement with the private sector.** To improve marketing, investment conditions, and quality of life.
- **Ensuring profile-raising initiatives match with reality.** Some cities manage to institutionalise a global branding approach, but fail to match this with the overall offering aimed at attracting diverse populations.

Internationalisation strategies orientate development efforts towards a globalised world, and articulate a city's response to challenges of globalisation. The more consolidated such strategies are within a single document, the more they prevent ad hoc and disorganised policies, and ensure a holistic approach.

The third theme is about managing diversity, integration and inclusion in open cities and addresses the issues that arise as a result of increasing openness. It is about how cities manage their diversity to avoid segregation and polarisation and instead encourage integration and inclusion.

Some OPENCities case studies and their links to Integration, Inclusion and Managing Diversity

Case study city	Initiative	Contribution to Integration and Inclusion	OPENCities paper
Amsterdam	City Brand	Sense of belonging for diverse populations	Diagnostic
London	Diversity Works for London	Trade and minority business growth	2
Stuttgart	Pact for Integration	Integration policy at city level	2
Turin	Internationalisation Plan	Greater diversity in student population.	2
Vienna	Immigrant Business	Changed perceptions of immigrant businesses	2

Urban population diversity and how it is produced

Urban populations have become more internationally mobile and diverse, predominantly driven by economic trends such as knowledge economy and talent mobility, labour market integration, de-regulation and technology, coupled with social and geo-political trends, e.g. rural to urban migration, family integration, asylum-seeking and political integration.

Migration and the spatial patterns it produces are complex. Drivers of migration operate heterogeneously; operating locally, regionally, nationally and internationally, and in isolation, in sequence and in combination. Population thus shifts between cities, within cities and between urban and rural areas. Migration can also be selective and unselective, forced and unforced; some phases of population mobility have been driven by:

- Transport technology advances
- Pull factors such as high levels of economic growth in specific places
- Natural/environmental or man-made disasters
- Cycles of population change within a nation of highly diverse cultures.

Migration – skilled and unskilled, rich and poor – has created in many larger cities a population that is diverse and increasing in diversity; diversity has a self-reinforcing tendency. This diversity manifests itself in several ways, and there are thus different ways to define urban population diversity, e.g. by: linguistics, birthplace, ancestry, age, gender, religion, sexual orientation and ethnicity.

Though other forms are important OPENCities focuses mainly on linguistics, birthplace, and ethnic diversity.

“Becoming an open city does mean becoming more visibly diverse, though many forms of diversity are not necessarily visible.”

Openness and visible diversity

Becoming an open city does mean becoming more visibly diverse, though many forms of diversity are not necessarily visible. Visible diversity is only one indicator that a city is open, e.g. New York is a highly diverse city even within its white population groups – Irish, Jewish, and Italian Americans may resemble each other but have cultural roots which differ considerably.

As visible difference tends to be a simple indicator of diversity and population internationalisation, it is often equated to openness. Moreover challenges such as segregation, polarisation, and ghettoisation tend to be associated with migration and visible diversity.



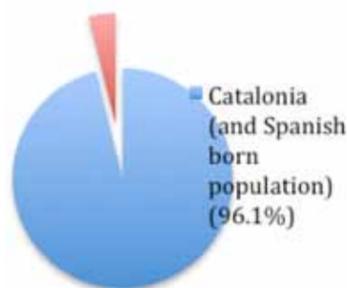
2 City case studies:

Barcelona

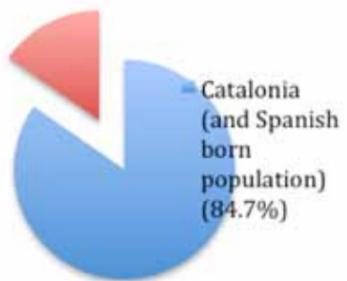
Though Barcelona's ethnic and cultural diversification is occurring late compared to some major European centres, its immigrant population is growing very rapidly – more than tripling since 2001.

In 2006, Barcelona had almost 250,000 foreign-born citizens among its 1.6 million central city population. The city has retained its Catalan identity: over 60% of residents were born in Catalonia, 24% from elsewhere in Spain. Over 95% of the population understand Catalan, three-quarters can speak and read it. Most new foreign-born residents come from (in order) Ecuador, Peru, Morocco, Italy, Colombia, Argentina, Pakistan and China. About half of foreign-born residents are Latin American, and other nationalities now have substantial communities in the city. Some 150 languages are heard on city streets.

Proportion of foreign born residents in Barcelona
Barcelona (2001)



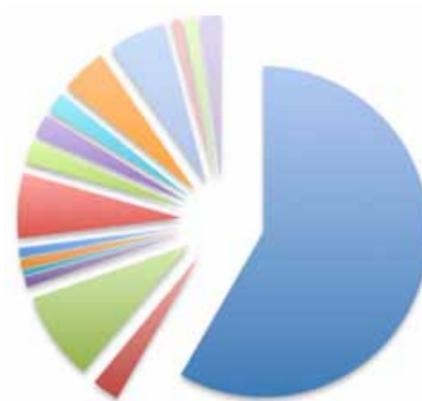
Proportion of foreign born residents in (2006)



London

With 7.5 million people and 12.5% of the UK population, London unlike other UK cities: 30.2% of London's population are non-white ethnic groups (versus 10.5% in the rest of England), 58% of Londoners describe themselves as Christian (versus 72% in England and Wales), and 44% of the city's residents are aged between 20 and 44 years-old (versus 35% of total UK population).^{viii} Of the 28 UK local authorities described as 'highly diverse' by an Office of National Statistics study, 24 are in London.^{xii}

Diversity benefits the city and 85% of Londoners say that their local area is a place where people of different backgrounds get on well together.



- White British (58.4%)
- White Irish (2.7%)
- Other White (8.7%)
- White and Black Caribbean (1.0%)
- White and Black African (0.5%)
- White and Asian (0.9%)
- Other Mixed (0.9%)
- Indian (6.4%)

	Ethnic	Linguistic	Birth place	Religious
Barcelona	<ul style="list-style-type: none"> About 250,000 residents in Barcelona have a non-Spanish background. Around 100,000 have a Latin American heritage, while 40,000 have an Asian background 	<ul style="list-style-type: none"> 75% can speak Catalan, a majority are bi-lingual 	<ul style="list-style-type: none"> 62% of population born in Catalonia, with further 24% from the rest of Spain. 16-17% born abroad, tripled since 2001 Largest non-Spanish populations from Ecuador, Peru, Morocco, Colombia and Argentina. 	<ul style="list-style-type: none"> Most are Roman Catholic, but sizeable numbers of Evangelicals, Jehovah's Witnesses, Buddhists and Muslims.
London	<ul style="list-style-type: none"> Nearly a third of the city's population is from black, Asian or other minority ethnic (BAME) groups. 	<ul style="list-style-type: none"> Londoners speak over 300 languages 	<ul style="list-style-type: none"> According to the 2001 Census, the three largest foreign-born populations in London include Indians (2.4% of the city population), Irish (2.2%) and Bangladeshis (1.2%). 	<ul style="list-style-type: none"> Londoners belong to at least 14 different faiths.



5. Partners' experience of the project & lessons learnt

OPENCities shows what can be done at city level and why it needs to be done at that level; it is at the local level that integration happens, or not. Similarly, it is specific localities that become more or less attractive, where jobs are created and where concrete development occurs.

Urbact's principle of building the project around a Local Support Group conferred two essential benefits: better **informed policymaking** and **'buy in'** (support for an initiative and identification with it) from those concerned. It is just this kind of support from relevant stakeholders that allows a policy to have a real impact and for actions to be realised effectively. In some cities the approach was quite new, whereas in others there was already some related experience that could be built upon.

In terms of involvement, the key learning was that **more must be done to involve the private sector** in any effective and sustainable openness agenda. Also, in carrying out an action the **process itself must reflect the values being pursued**. For example, when involving migrants in an initiative are they given a voice and a capacity for decision-making? Is good use made of the talents and skills of migrants in the delivery of an action?

One of the dilemmas that emerges in a network concerned with innovation is that between **best practice or suitable practice**; inevitably something which is not particularly original or innovative, might be nonetheless a suitable action to take in a given circumstance, and thus the right thing to do. For example using a cultural festival as a means to showcase diversity in a positive light is not a new idea (despite being a new experience for some places). All the same, such a festival can, for instance, be an effective – and thus valid – way to introduce positive contact with cultural difference, particularly for less worldly sectors of the population.

The role of the **Thematic Expert** has been critical to the success of the project. The production of Thematic papers introduced partners to the important concepts in respect to the themes of Leadership and Governance, Integration and Inclusion and Internationalisation. These papers were useful for disseminating learning back into the Local Support Groups for each city. The presentation of case studies within each of the thematic papers enabled discussion at the meetings and facilitated shared learning and understanding in respect to operationalising OPENCities strategies and actions. They enabled partners to benchmark their own practice against such case studies. The learning provided through the case studies of other city interventions has been specifically referenced by some of the partners as a key benefit of their engagement in OpenCities. Specifically;

- **Belfast** has highlighted in their LAP the learning gained from particular good practice case studies such as, Düsseldorf's 'China Goes Dus'; Vienna's 'Success Knows No Boundaries' and 'Start Wein' case studies; Dublin's 'Migrant Voters Project' and Bilbao's 'On-Line Multilingual Resource Guide.

- **Vienna** makes reference in their Local Action Plan to activities and measures presented by the partner cities participating in the thematic URBACT network meetings which provided inspiration for the development of the Viennese packages of actions. These included the Belfast "Migrant Forum", the Dublin "Migrant Voters Campaign", the "China Competence Centre Düsseldorf" and the Düsseldorf "Family tutoring" project.

- **Nitra** highlighted the learning they took from Vienna, Belfast and Bilbao in general in respect to improving support services for migrants.

- **Poznan** highlighted collaborative working with Bilbao and as a result of the URBACT OpenCities project they are collectively working on the development of a multi cultural centre in Poznan.

Partners greatly valued the opportunity for shared learning and exchange of experience and believe that more time at the Thematic meetings should have been timetabled for **exchange of experience and learning**.

The **Local Support Group** model was an innovative concept for many of the OPENCities partners in that;

- For some there was not previously a mechanism for city stakeholders to engage in collaborative discussion in respect to openness and migration
- For some partners while the concept of collaboration in respect to openness and migration was not new, the URBACT OpenCities project facilitated better and enhanced collaboration by a wider range of stakeholders
- For the convergence cities migration has not been an issue and therefore the introduction of migration as a topic for discussion between stakeholders was a totally new focus for these cities

An independent **evaluation** of the OPENCities project has highlighted key benefits for partner cities as a result of their engagement in the OPENCities Thematic Network.

These include;

- It has helped them to **define and understand** what city openness means and what strategies are needed to improve social and economic conditions locally.
- It has provided a **methodology** and framework for bringing people together both locally and on a transnational level. Some partners report that this would not have been as successful locally without URBACT and therefore would either not have occurred or would have taken a lot longer to achieve the results that have been achieved in respect to the formation of the Local Support Group and development of the Local Action Plan.
- It has facilitated the **engagement** of citizens, stakeholders, political representatives and local administrations in raising the awareness of openness issues and a commitment to collaborative action to address the issues.
- It has made cities more **open** simply through the collaboration of the Local Support group and the development of the Local Action Plan.

- For the competitive cities the partners report that URBACT OpenCities has strengthened collaborative working across departments within local administrations. It has raised awareness of the importance of a cross departmental approach and has facilitated strengthening mainstreaming of initiatives. This has also been facilitated for some by the active engagement of their MA.

For example the **Vienna** LAP reports "As a result of the project, this orientation is to be embedded across administrative groups on a broad basis in the City and actions taken are to provide inspiration beyond the project's term and are to feed into strategy and development processes (in particular, the urban development plan STEP 2015) as well as the design of sectoral policies. Relevant horizontal issues, such as non-discrimination and equality, mainstreaming of diversity management and the integration of migration and demographic change in the city's publicised self-image, are to be sustainably promoted based on the Open Cities agenda. It is only through genuine equality of all population groups and firm action against discrimination and racism that Vienna will be able to become a really "open" city".



6. Conclusions and Recommendations

- For the **Convergence** cities, their inclusion in the URBACT OpenCities project has enabled them to influence **policy** development with their regional governments. For example, the work in Nitra has impacted upon the current work of the Ministry of the Interior who is preparing immigration law for the country.
- The work of URBACT OpenCities in **Sofia** has impacted upon the development of the National Strategy for Migration, Asylum and Integration (2011-2020) and is specifically quoted in the strategy. The work in Sophia is also considered to be important as they prepare for making application to become European capital of culture. Sofia's LAP is an important support for their application in demonstrating how they can contribute to "a diverse Europe".

“URBACT II funding has brought added value to the work of each of the cities in respect to addressing openness. For many of the partners this work would not have been delivered in the absence of URBACT II funding.”

The high level of commitment by **Managing Authorities** in OPENCities has been identified as a strength of the project. The role of the MAs has been fulfilled primarily in respect to;

- **Participating** on the Local Support Groups and inputting to the development of the Local Action Plans in terms of advising on funding opportunities both within regional structural funds programmes and within local economic and regeneration priorities.
- Enabling and facilitating **linkages** between project staff and regional/national policy makers to disseminate information resulting from the project, thus increasing awareness of openness and practical strategies for its application locally and regionally. This will be particularly important for planning of the next round of Structural Funds Programmes.

URBACT II funding has brought **added value** to the work of each of the cities in respect to addressing openness. For many of the partners this work would not have been delivered in the absence of URBACT II funding. Each of the partners engaged in the project has developed a Local Action Plan for implementation beyond the lifetime of the URBACT II programme. The issue for the future will be the sustained impact of what has begun as a result of the URBACT II programme. In many cities it will be the Council who will have responsibility for overseeing / coordinating implementation of the LAP and for many of the actions they will have a role in resourcing their implementation.

The following conclusions and recommendations are drawn from OPENCities three thematic papers and experience of managing the project. **written by Thematic Expert Greg Clark** and from experience of managing the project.



6.1 Becoming an OPENCity:

- Develop an OPENCity Strategy
- Partner with Governments and Voluntary and Private Sector
- Facilitate the Openness Process and Institutionalise It
- Identify and Promote Local "International" Assets
- Engage in International Knowledge Sharing Activities

6.2 Leadership and Governance:

Leadership and governance are a key aspect of what enables a city to develop and deliver a positive and practical agenda about how to be more open to international population flows. Without such a leadership and governance dimension, initiatives to become open cities will be short term and unsustainable.

Recommendations:

- Reconcile national policies and local approaches
- Be cautious of the impact the media can have on perceptions
- Balance between indigenous and migrant populations
- Policies, structures and resources to facilitate integration need to be mainstreamed

6.3 Internationalisation:

There can be no 'one-size-fits-all' approach to internationalisation and openness, though OPENCities' main conclusions and recommendations are:

- Internationalisation of a city is a very long-term process
- It must be clear what purpose internationalisation is intended to serve
- The city needs to see internationalisation as linked to its history and DNA
- Thorough assessment of target markets and international ambitions
- Comprehensive well-planned data collection
- Removing barriers to short-term and circular mobility
- Coherence with need for specific kinds of workers
- Internationalisation requires a long term economic strategy
- There must be a commitment to making sure that the city's own established populations succeed and also benefit
- Identify and foster niche specialisations
- Build a strong, stable business environment
- Engage local stakeholders and formalise relationships
- Consolidate the city administration to avoid duplication and gain visibility
- Agree long term funding levels and programme durations for attraction policies

Internationalisation seems to work well when there are leaders who are prepared and able to take charge with a long term view. Active collaboration with national/regional governments and with internationalised firms and other institutions is also essential.

6.4 Integration and Inclusion:

The agenda around diversity, integration and inclusion is more than a moral obligation; it is a business and economic imperative. Distinctiveness and difference are assets to be leveraged rather than cost to be mitigated.

Diversity brings multiple advantages, such as:

- Add variety and difference to a city's existing cultural landscape
- Bring new skills, ideas and approaches
- Reinforce a city's reputation for tolerance, flexibility, adaptability and openness
- Contribute to the creative, artistic and entrepreneurial a city's spirit
- Connect a city to international markets via global social networks.

Of the most commonly perceived challenges associated with diverse populations, two issues stand out:

- Segregation and ghettoisation
- Tension, violence or xenophobia

“The agenda around diversity, integration and inclusion is more than a moral obligation; it is a business and economic imperative. Distinctiveness and difference are assets to be leveraged rather than cost to be mitigated.”

OPENCities identifies five significant groups as key actors in diversity management:

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

Thus, diversity management is complex and needs to be flexible and co-ordinated. Integration and inclusion are key to the successful management of diversity – though integration can happen and be reflected in numerous ways.

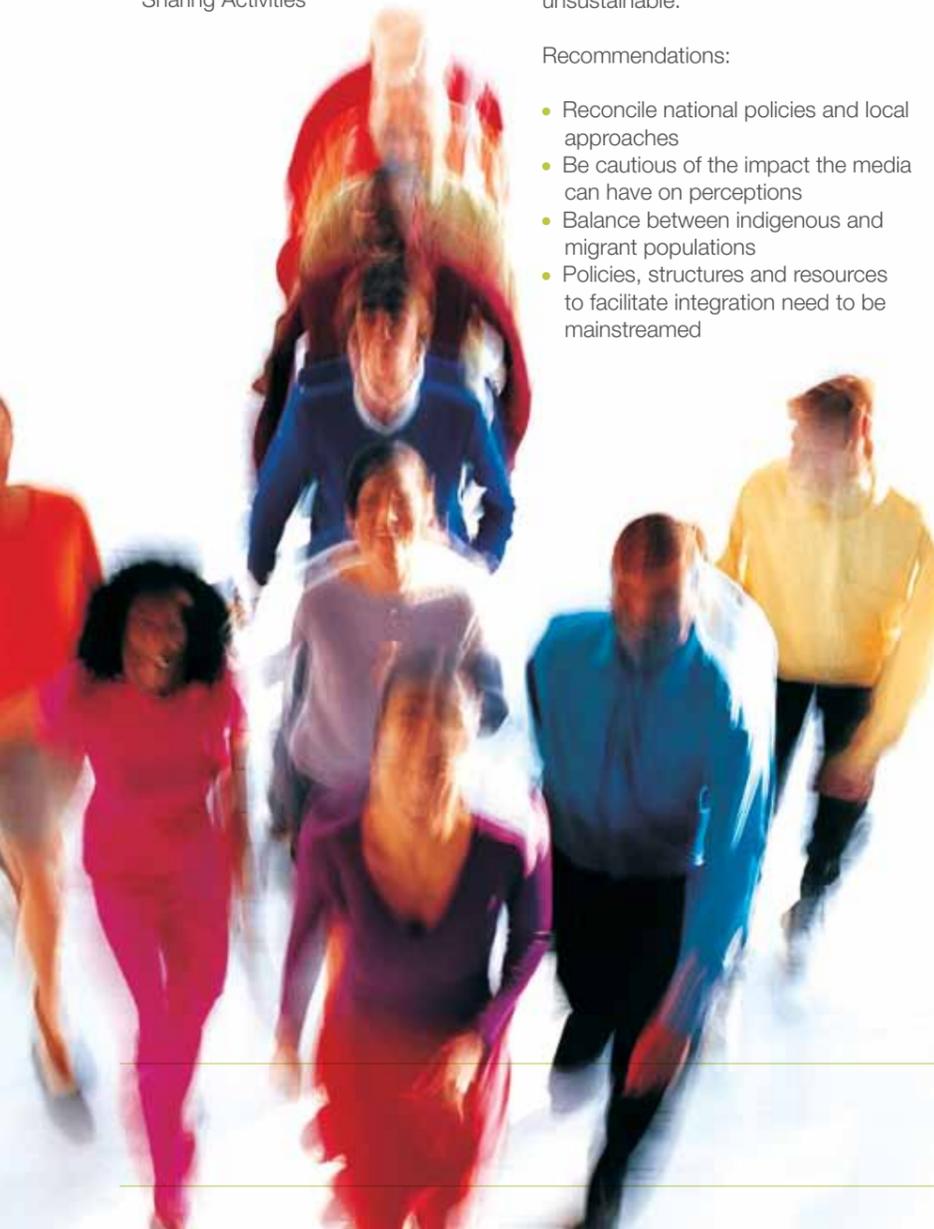
Success principles and guidelines for managing diversity:

Types of interventions that make a positive contribution include:

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

Ten common lessons drawn on the successful management of diversity in cities:

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



7. OPENCities Activities & Outputs

The OPENCities Local Action Plans present indicative actions for enhancing openness in respect to improving Leadership and Governance, Integration and Inclusion and Internationalisation. A wide number of actions are proposed across each of the Local Action Plans. Examples of such solutions include:



7.1.1 Leadership & Governance

- Research and analysis of immigration
- Migrant awareness and anti racism training for political leaders and local administration staff
- Greater engagement and collaboration within and between political, civic and community leaders, migrant organisations, business communities and relevant agencies
- Leadership development within migrant organisations to enable them to take action and advocate for migrant needs
- Intensified and clearly visible anti-discrimination policy
- Communications initiatives
- Initiatives to improve political and social participation of the migrant population
- Enhanced networking in the development of proposals to address migrant issues and needs
- Establishment of Integration / Migration Advisory Council
- Incentives for diversity-oriented practices within the city administration
- Intercultural accessible services within the city administration
- International Migrants' day
- Funding for migrants' associations

7.1.2 Integration and Inclusion

- Research on integration issues
- Integration and diversity monitoring
- Learning support in schools
- Care for elderly migrants
- Neighbourhood development initiatives for social inclusion and community building
- Intercultural festivals
- Youth initiatives
- Cultural mediators
- On line multi lingual information hub
- Training and capacity building for advice workers to address migrant needs
- Training and capacity building for migrant groups to identify, take action and advocate for their needs
- Programmes to increase migrants' awareness of city's current and historical political, social and cultural context
- Liaison with language class providers to ensure provision meets the needs of migrants
- Work scheme for young non nationals in co-operation with local administrations

7.1.3 Internationalisation

- Support for migrant retailers
- International business forum
- City promotional activities e.g. production of a local film to promote the city
- Identification of barriers that prevent migrant businesses from accessing business support services
- Advice, services and further training for migrant entrepreneurs
- Raising public awareness of the contribution of migrant entrepreneurs to the city's economy
- Building greater links between existing business support services and migrants
- Maximising opportunities to build on and establish trade links with the migrant entrepreneurial community, locally and internationally
- Support for culture, arts and other events that promote creativity and raise the profile of an open city
- Shaping an integrated transnational labour market



7.2 Available Outputs

Are available to download from the OPENCities website:
<http://urbact.eu/en/projects/human-capital-entrepreneurship/open-cities/our-outputs/>

They are also available on CD at request via the OPENCities website:
www.opencities.eu/opencities

7.2.1 Leadership and Governance

Leadership and Governance Thematic Paper (full & summary versions)

Leadership and Governance Conference Report June 2009

Leadership and Governance Case Studies

- Dublin - Creative Dublin and the Creative Dublin Alliance
- Auckland - Committee for Auckland
- Stuttgart - The Pact For Integration
- Toronto - Toronto Regional Immigrant Economic Council (TRIEC)
- Rotterdam - Urban Citizenship in Action
- Vienna - Integration and Diversity Policy of the City of Vienna
- Bilbao - On-Line Multilingual Resource Guide
- Düsseldorf - The Family Tutoring

7.2.2. Internationalisation

Internationalisation Thematic Paper (full & summary versions)

Internationalisation Conference Report Dusseldorf November 2009

Internationalisation Case Studies

- Bilbao City Council - Guggenheim ++ Project for showcasing at the Shanghai World Expo 2010
- Dusseldorf City Council - China Goes Dus – Dus Goes China
- Poznan City Council - TAIZE European Young Adults Ecumenical Meeting in Poznan and Cop 14 Global Climate Change Meeting in Poznan
- Sofia City Council - Invisible Communities: Being a Foreign Woman Abroad – Gender and Integration
- Vienna City Council - Vienna – Success Knows no Boundaries – Vienna's Economy Speaks All Languages
- Cardiff City Council - Cardiff Bay Regeneration Project – International Development through Partnerships

7.2.3 Integration and Inclusion

Integration and Inclusion Thematic Paper (full & summary versions)

Integration and Inclusion Conference Report Poznan 2010

Integration and Inclusion Case Studies

- Belfast City Council - A Shared Workplace, A Shared Future.
- Belfast City Council - Talk-IT
- Belfast City Council - Bilingual Community Safety Advocacy
- Belfast City Council - South Belfast Integration Project
- Bilbao City Council - Inter-cultural Social Mediation Service
- Bilbao City Council - Peoples of the World Festival
- Bilbao City Council - Programme on Women, Health and Violence - "Health Agents"
- Dublin City Council - Migrant Voters Project
- Düsseldorf City Council - Migrant Association Funding
- Düsseldorf City Council - "Respect and Courage" – Intercultural Communication
- Poznan City Council - Project Multicultural – Forum of Poznan's Foreigners
- Sofia Municipality - Refugees and public administration
- Vienna City Council - "Start: Wien" integration Programme

7.2.4 Presentations & Reports

- Leadership and Governance Thematic Expert presentation
- Integration and Inclusion Thematic Expert presentation
- Internationalisation Expert presentation
- Conference Reports on each of the 5 Thematic Network meetings
- OPENCities newsletters
- OPENCities Concept paper
- OPENCities Feasibility Study
- Baseline report and summary
- Management and procedures manual
- OPENCities Managing Authority Report
- OPENCities Independent Evaluation



8. Fast Track Label

The European Commission has awarded OPENCities the 'Fast Track Label' a specific instrument of the 'Regions for Economic Change' initiative which aims to get the cities and the managing authorities of the European Cohesion Policy's Operational Programmes working together to enhance the impact exchange activities have on local level.

The OPENCities project strongly supports the 'two-way bridge' between the thematic networking activities and the mainstream programmes of the structural funds, linking the local, regional and project level. All OPENCities partners have sought to establish strong working relationships with their managing authorities, to maximise their attendance at thematic meetings and enhance opportunities for future co-operation.

“The European Commission has awarded OPENCities the 'Fast Track Label' a specific instrument of the 'Regions for Economic Change' initiative which aims to get the cities and the managing authorities of the European Cohesion Policy's Operational Programmes working together to enhance the impact exchange activities have on local level.”



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10. Partners



Belfast (United Kingdom) Lead Partner



Belfast, the capital city of Northern Ireland has an estimated population of 268,323 and a population of 650,958 in the wider Belfast Metropolitan area. Historically, Belfast has been a centre for the Irish linen industry, tobacco production, rope-making and shipbuilding due to its coastal location on the east of Ireland. Today, Belfast remains a centre for industry, as well as the arts, higher education and business. The city has undergone substantial economic growth in recent years with considerable expansion and regeneration in the city centre.

During the economic boom Northern Ireland experienced a surge in the number of migrant workers. Until the recent economic downturn, Belfast was one of the fastest growing regional economies in the UK. The city experienced over a decade of sustained investment, economic growth and unemployment reduced to historically low levels. During this period, increased political and social stability, generous European funding support and a favourable global economy combined to revive Belfast's wealth. However with the UK in recession, public opinion and access to the labour market has now changed.

Local Challenges

The NI economy has changed beyond recognition in the last decade and migration is just one of the ways in which this can be observed. The region now has one of the UK's highest concentrations of 'new' migrant workers from EU countries. The arrival of economic migrants highlights both the increasing attractiveness of NI and a further normalisation of economic activity since political stability was restored.

In recent years, migrant workers in Northern Ireland have made a significant positive contribution to the NI economy, filling labour shortages during a 'golden era' for the economy and bringing a strong work ethic welcomed by their employers. In leading the OPENCities project, Belfast City Council aimed to learn how to make Belfast a popular choice with migrants and how to educate the local population on the positive effects of immigration. The OPENCities Action Plan has sought to deliver for new and existing inhabitants by encouraging understanding and integration through the provision of advice and information; by supporting the development of local leadership to strengthen cohesion and integration and by building on Belfast's international reputation as an 'OPEN CITY' welcoming and supporting entrepreneurial activity, creativity and entrepreneurship.

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“In recent years, migrant workers in Northern Ireland have made a significant positive contribution to the NI economy, filling labour shortages during a 'golden era' for the economy and bringing a strong work ethic welcomed by their employers. In leading the OPENCities project, Belfast City Council aimed to learn how to make Belfast a popular choice with migrants and how to educate the local population on the positive effects of immigration.”



Bilbao (Spain)



Local Challenges

The transformation of the city has been a task that requires perseverance, in which both citizens and institutions have been completely involved. Different projects, in the hands of prestigious architects, are changing the face of the city, turning it into one of the leading centres for trade, tourism and culture in Europe.

The transformation of the city has been a task that has meant perseverance, and in which both the citizens and institutions have been involved. Diverse projects in the hands of prestigious architects have changed the face of the city, transforming it into one of the leading commercial, tourism and cultural centres in Europe. Prominent among these are: the metro, the Euskalduna Palace, the port expansion, the new airport terminal, the riverfront regeneration and, without doubt, what caused Bilbao to burst onto the international scene and opened the city to the world - the opening of the Guggenheim Museum in 1997.

Bilbao, strategically situated on the Bay of Biscay, is located in the middle of the Atlantic Arc. Its metropolitan area groups together a population of one million inhabitants, including its hinterland, a radius of 400 km, the population included rises to more than 16 million people. In recent years, this city, the business, social and cultural centre of the Basque Country, has been immersed in an unprecedented process of transformation and modernisation, which has converted it into a focus point of international interest. The image of Bilbao known only for its industry, its shipyards and steel mills has been left behind. Following the celebration of the seven hundredth anniversary of the city receiving its founding charter, it burst into the new century with the presentation card of culture and infrastructures that places it among the most advanced of European cities as regards services and standards of living.



The revitalisation process however moved on from the consolidation of a wide base of strategic infrastructure to a new phase, in which renewed social values allow the process to be completed, placing metropolitan Bilbao in the context of the most advanced and competitive European regions. Cities have to open themselves up to the world, becoming a reference point, putting themselves on the map in a new internationalised context. In the same way that businesses and the economy have openly promoted themselves to new markets, cities, as a referent for this economic activity, have to plan and know how to observe in this context. The emergence of this new global concept challenges the city to combine its own identity with new realities from other contexts, and that have to find a place and integrate themselves in the city and its dynamics. A city orientated to openness will be the one that, on the one hand will know how to position itself in the new global context, and on the other know how to successfully combine and integrate factors and aspects of this global context. OPENNESS is understood as a favourable attitude and openness towards other ideas and cultures that have different ways of living and doing things, in order to foster creativity. Furthermore, Bilbao's transformation process has been followed by another new phenomenon, which has also affected a great number of European cities, known as INTERNATIONAL IMMIGRATION, which is transforming the social reality of the city.

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“ A city orientated to openness will be the one that, on the one hand will know how to position itself in the new global context, and on the other know how to successfully combine and integrate factors and aspects of this global context. OPENNESS is understood as a favourable attitude and openness towards other ideas and cultures that have different ways of living and doing things, in order to foster creativity. ”



Cardiff (UK)



Brief baseline info on city

Cardiff, the capital city of Wales, is home to 336,200 people, and is the economic driver of a city-region of some 1.4 million people. The city's story is one steeped in migration and internationalisation. The city experienced massive growth through the 19th century and the beginning of the 20th century, as it exported the produce of the coal and iron industries that dominated the south Wales economy. Much of this growth was made possible by the migrant workers who came to the city. Today Cardiff is one of the fastest growing cities in the UK. The city has recently experienced massive growth in the service sector, with financial services and the creative industries sectors in particular epitomising the shift in the city's economic focus. Finance, IT, and business activities currently employ around 50,000 people in Cardiff, around a quarter of the city's workforce. The city also has a young and vibrant population, with around 60,000 undergraduate students studying in the city-region, and a greater proportion of Cardiff's working population is qualified to degree level than any of the English Core Cities.

Local Challenges

The city faces a number of challenges and opportunities posed by its increasingly diverse population. Since 2005, around 5,000 people have arrived in the city. Over this same period, 111 different nationalities registered for National Insurance purposes in Cardiff, with the greatest numbers coming from India, Poland, Pakistan, Slovak Republic, Spain and France. Recent Annual Population Survey data suggested that around 38,700 people, or 12% of the Cardiff population, were born outside the UK.

Over its course of development, the city has benefited significantly from welcoming new migrants. As well as the clear economic benefits, migration has also contributed to Cardiff's cosmopolitan character. New migrants, however, can also raise issues for service provision linked to employment, housing, communications, healthcare and education. Subsequently, Cardiff Council has recognised that it needs to work with public service providers and employers in the city to ensure that newly arrived migrants can integrate with city life.

Through the OPENCities project Cardiff has explored how the city can broaden its international outlook, and how it can become a more attractive place to live and work.

The city's involvement in the project has helped to ensure that Cardiff remains a vibrant and cosmopolitan capital, helping to attract and retain a skilled workforce, and promoting an integrated community life that will benefit all our citizens.

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“The city faces a number of challenges and opportunities posed by its increasingly diverse population. Since 2005, around 5,000 people have arrived in the city. Over this same period, 111 different nationalities registered for National Insurance purposes in Cardiff, with the greatest numbers coming from India, Poland, Pakistan, Slovak Republic, Spain and France.”



Dublin (Ireland)



Photographer Peter Barrow

Dublin is both the largest city and the capital of Ireland. Along with the national economy, the city has experienced considerable economic growth in recent years and this has also resulted in a significant increase in employment in the city. The city relies heavily on foreign investment and has been particularly successful in developing clusters in ICT, Financial Services and Life Sciences. The Dublin Region has attracted world class global companies including Microsoft, Google, IBM, and Wyeth.

Ireland and Dublin have experienced a rapid increase in the number of migrants over a relatively short period. The 2006 National Census shows that Dublin City has the highest concentration of non-nationals anywhere in the state, with the figure standing at just over 15% of total population.

Local Challenges

The city and state are currently experiencing a severe decline in economic growth with an unprecedented 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 has been to attract international populations in specific sectors as well as to target international students to come to the city. This has been developed through a newly focused internationalisation agenda for the city.

The economic success and growth the city has experienced would not have been possible without the contribution of these migrant workers. They have filled skills gaps particularly in hospitality, tourism, health and construction industries. Dublin's ability to attract international talent has been one of the key factors in attracting the European headquarters of both Google and Facebook to the city. City Leadership is playing a critical role in ensuring that Dublin maintains its economic position and continues to attract internationally mobile talent. As part of this the Dublin City Manager established a 'Creative Alliance', which brings together universities, business and the public sector. This alliance positions the city as a leading centre for the creative knowledge sector. Dublin City Council's Office of International Relations and Research is supporting the development of an internationalisation and branding strategy for the city, which will build on Dublin's reputation for openness.

For those living in the city it is recognised that equality and diversity are critical dimensions of city life. Dublin City Council's Office for Integration is taking a pro-active role to lead, facilitate and support the integration of the immigrant population of the city and a new awareness is evident in the responses of Local Government, Health, Education, Justice, Tourism, Sport and Labour Market Services to the needs of a multi-ethnic population.

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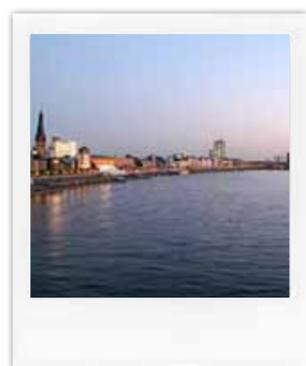
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“The economic success and growth the city has experienced would not have been possible without the contribution of these migrant workers. They have filled skills gaps particularly in hospitality, tourism, health and construction industries. Dublin's ability to attract international talent has been one of the key factors in attracting the European headquarters of both Google and Facebook to the city.”



Düsseldorf (Germany)



Düsseldorf - capital and political hub of the federal state of North Rhine-Westphalia - has over 585,000 inhabitants and is situated on the River Rhine. It has a high population density with the Rhine-Ruhr metropolitan area containing over 10 million inhabitants. Düsseldorf is known as the centre of the German advertising and fashion industries and in the last few years it has become one of the top telecommunications centres in Germany. It has around 170 national and international financial institutions and about 130 insurance agencies and one of the biggest German stock exchanges.

Local Challenges

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

“From the project’s perspective diversity is an opportunity, as migrants bring in key skills for the economic development of the city.”

Düsseldorf is engaged within OPENCities for the following reasons:

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

the globe. In Düsseldorf, integration is already supported socially, culturally, politically and economically. Based on that, we can offer best practice cases for other participants. On the other hand, we can learn from our international partners. Learning from best practice is one element of OPENCities. The definition of openness and the development of indicators to measure openness have created a new awareness of migration. From the project’s perspective diversity is an opportunity, as migrants bring in key skills for the economic development of the city. Furthermore, demographic change needs to be considered. Even though the premises of the different cities vary at the beginning of the project, common approaches are possible and helpful. The concepts which are developed during this project support our goals in prosperity and support other cities to reach their goals.

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Nitra (Slovakia)



Nitra is a city in western Slovakia, situated at the foot of Zobor Mountain in the Nitra River valley. With a population of 85,000, it is the fourth largest city in Slovakia. Nitra renowned as the country's earliest political and cultural centre, is now a modern centre of culture and economy. Nitra region is the largest agricultural producer in Slovakia and the second most important producer of energy and provider of trading and business services.

Local Challenges

In common with all cities Nitra seeks to develop into a prosperous region with a strong international reputation by being recognised as an OPEN CITY. The degree of racial, ethnic and religious mix may not be very high at the moment but Nitra wants to be ready to manage the process well. Nitra Region is the first in Slovakia to tackle the issue of economic migration at a regional level and we aim to become an inspiration for other regions. The results from public discussions with national bodies, city and regional administrations, NGOs and migrant communities have been used to inform the development of Nitra's local action plan.

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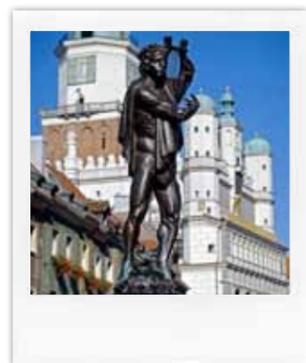
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Poznan (Poland)



Poznań is a city in west-central Poland with over 567,882 inhabitants (2006). Located on the Warta River, it is one of the oldest cities in Poland, making it an important historical centre and a vibrant centre of trade, industry, and education. Poznań is Poland's fifth largest city and fourth biggest industrial centre. Investors range from the food processing, furniture, automotive and transport and logistics industries and are primarily attracted to the city's low labour costs, good road and railway network and relatively liberal employment laws. The city is a major financial centre with most important Polish and many European banks and insurers located here. From 1921 Poznań has been home to the Poznań International Fair.

Local Challenges

The City of Poznań suffers mostly from the constant process of depopulation in favour of surrounding areas. The main challenge for Poznań is to stop depopulation and to balance it with an inflow of new citizens. International migration and city openness are beneficial attributes for an aspiring modern city concerned with increasing the skills levels of all its citizens in order to make it a more attractive labour market destination for employers.

Although Poznań currently has a low percentage of foreigners the city fully expects an expansion in economic migrants in the near future. We want to be prepared for their active participation in all aspects of city life and in mutual cooperation initiatives that will benefit city development. A key challenge is to positively influence Poznań residents understanding of the benefits a city gains from being open. One of the ways this will be addressed will be through social events and public occasions. An important aspect of our Local Action Plan will be to agree a 'Strategy for Openness' which will help to establish Poznań's international profile as an attractive city and a good place to live.

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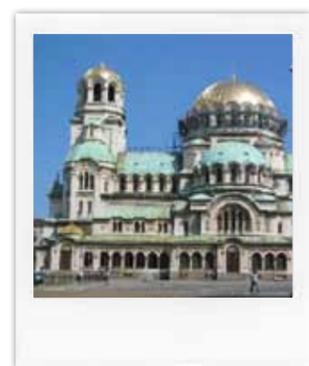
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Sofia (Bulgaria)



Sofia is one of the oldest cities in Europe and its history can be traced back some 7000 years. Declared a capital in 1879, Sofia is the largest city of the Republic of Bulgaria (BG), with 1.6 million permanent citizens and residents of about 2 million. The territory is 134,185 ha of which the residential areas are 38.1%, the territories for public servicing are 7.8%, and those for business purposes are 13.5%.

Sofia produces 33% of the national GDP which is 69% of the EU average (expected to become 80% by 2015). Unemployment is amongst the lowest in Europe - 1.3%, and due to the 20 universities based in Sofia, almost half of all employees have been through higher education. City population, internal migration, and life expectancy have all been on the increase in recent years.

Local Challenges

In a world of globalization, cities play an increasingly significant role in guaranteeing sustainable development. Local economies are turning into a key mechanism of growth, generating economic, social and cultural well-being for the citizens. Today, the "openness" of cities is an essential requirement and sign of a sound civil society that is ready to face the new global challenges. Migration policy is currently managed at national level but Sofia Municipality is actively developing the first local strategies and regulations, based on the needs of a growing population inspired by EU accession and an expected rise in immigration from the surrounding non-EU countries.

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“In a world of globalization, cities play an increasingly significant role in guaranteeing sustainable development. Local economies are turning into a key mechanism of growth, generating economic, social and cultural well-being for the citizens.”



Vienna (Austria)

City of Vienna



Vienna is the capital of the Republic of Austria. It is the country's largest city and seat of many international organisations (official UN seat, OSCE headquarters). Its 1.7 million inhabitants live on an area of 414 square kilometres. About 30% of the population is foreign-born. One third of Vienna's entire urban area is made up of conservation areas, protected landscapes, a national park and similar protection initiatives. Vienna ranks among the cities with the best quality of life.

Local Challenges

In Vienna, as in every other major European city, immigration and diversity form part of everyday life. For effective social cohesion in an urban society it is paramount that politics, administration and civil society openly embrace this diversity. Immigration and a diverse population contribute significantly to a city's economic, social and cultural success. Vienna recognises this challenge with its policies in the areas of diversity and integration, which have become indispensable to openly meeting these urban developments.

Local Challenges

Vienna's LAP consists of measures and actions in different stages such as ongoing ones, which are to be intensified and given special visibility, existing project ideas, which are to be fostered by their inclusion, and finally truly innovative projects. The cooperation of representatives of several administrative groups of the Vienna City Administration in working out the LAP underlined the interdisciplinary character of the subject and strongly rooted the OPENCities idea across administrative sections and boundaries. Relevant horizontal issues, such as non-discrimination and equality, mainstreaming of diversity management and the integration of migration and demographic change in the city's publicised self-image, will be sustainably promoted based on the OPENCities agenda.

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“ For effective social cohesion in an urban society it is paramount that politics, administration and civil society openly embrace this diversity. Immigration and a diverse population contribute significantly to a city's economic, social and cultural success. ”



British Council



British Council

As a cultural relations organisation, the British Council has over 75 years experience of building trust and understanding worldwide between people of different cultures; of promoting the sharing of knowledge and ideas for the benefit of all. We operate in 110 countries worldwide and this is why we are working in partnership with city leaders across Europe and beyond to explore how openness affects the future prosperity of cities. The Council initiated the OPENCities project in 2007 and has been working on expanding the network of cities since. The British Council is incorporated by Royal Charter. We are an executive non-departmental public body, a public corporation.

Commitments	Result
Dissemination: via a portfolio of cultural activities in partner cities and in engaging with international projects for lobbying and engagement: Locally, with partner cities. More widely within and outside Europe: through our international network in 110 countries and through links with international projects and partners.	Dissemination: our portfolio of activities has included an internationally touring exhibition (OPENCities Faces), debates, workshops, educational activity, radio and youth engagement activities, work with Universities and much more. a) Locally, with partner cities: we have organised or co-organised a total of around 100 activities, engaging over 400 000 people, including educational materials used by 450 teachers and 4 publications with an outreach of minimum 15000 readers. We have reached 30 000 web visitors and newsletter readers and over 3 million radio listeners. Over 50 collaborating institutions have worked with us locally. b) More widely within and outside Europe: we have engaged with Council of Europe, Maytree Foundation, UNESCO-Habitat, ALF and many others and have closely related to their agendas. We have taken OPENCities as far as China (Shanghai World Expo) and liaised with cities from the 5 continents interested in the theme. To name only a few, representatives from the following cities have expressed interest in OCs: Singapore, Chongqing, Toronto, Johannesburg, Cape Town and many more. Within Europe, outside the Urbact group, we have worked with Newcastle, Edinburgh, Nottingham, Manchester, London, Cardiff and Madrid elaborating the OPENCities Monitor.
Creation of the OPENCities Index. Investigate whether openness is comparable internationally and, if so, produce the first OCs Monitor.	The OPENCities Monitor. We conducted a feasibility study and created a tool that can help cities become more open and competitive. The tool is interactive and allows comparison, favouring collaboration while avoiding negative competition. See below for more details.
Long term legacy: Once the URBACT project is over, we wish to take it forward and continue to develop this work in the future within and outside the EU. Our aim is to engage over 100 cities and to convert OPENCities into an internationally recognised kite-mark for cities.	Long-term legacy: Our plan was to launch and lead on a global OPENCities network but it is difficult to foresee the future in current economic downturn. We are confident OPENCities Monitor will survive and continue being used by a growing network of cities worldwide in the foreseeable future. Our cultural activities will have long term legacy. The OPENCities Monitor is now being taken forward by BAK BASEL in partnership with British Council. The OPENCities website will continue to provide access to the Monitor and our resource bank beyond URBACT project termination. We have edited 4 publications with case-studies, highlighting the impact of openness for cities, thematically organised around the concept idea, internationalisation, leadership & management and migration management. These are being used in public libraries and by several Universities. OPENCities has been presented by UNESCO-Habitat as a model in their publication: "Urban Policies and creative practices for migrants: inclusive cities for all".



OPENCities Monitor and bank of resources for cities

The OPENCities monitor includes 54 internationally comparable indicators, aggregated into 11 areas and grouped into three policy themes – Internationalisation, Leadership & Governance and Managing Diversity. Policy recommendations are provided. The areas are:

- Standard of living
- Freedom
- Barriers of entry
- Quality of living
- International presence
- Education
- International flows
- Infrastructure
- International events
- Migration
- Diversity Actions

The data has been collated in 2010, using most up-to-date available sources. It currently includes 26 cities from different continents. We aim to include 100 cities by 2012. A large number of official sources (international, national, regional or city statistics) have been surveyed to collate data, including private and public, national and local data-sets.

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

Developed as a working tool, the OPENCities Monitor offers practical examples and ideas that are successful and can easily be adapted and used. We have reviewed hundreds of case studies that can help a city to improve its openness. Users can find the case studies related to their search just by clicking on the corresponding areas of the graphs generated by the tool. Policy makers, researchers and journalists can use the results to promote investments, develop actions plans and influence decisions.

With the OPENCities Monitor cities can gain insight into the various aspects of their openness and inform their future policies. How welcome is my city to international populations? Are we doing the right efforts to improve the infrastructure and legislation? Are we hosting more or less international events than similar cities?

The tool is publicly available online, easy to use & very flexible.

“The economic downturn is the biggest challenge that we face to secure Monitor continuity. OPENCities will develop into a quality standard (kite-mark) - a new marketing tool for cities willing to attract international populations and compete globally.”

Local/global challenges

Joining up is easy, simply access the monitor at www.opencities.eu fill in the JOIN US form and we will get in touch with you.

The economic downturn is the biggest challenge that we face to secure Monitor continuity. OPENCities will develop into a quality standard (kite-mark) - a new marketing tool for cities willing to attract international populations and compete globally. Joining this data-set allows usage of the OPENCities kite-mark and is a public statement that the city believes and is willing to work towards openness. But this will only happen if the monitor is self-sustainable (paid by cities in it) for a minimum of 2-3 years.

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URBACT II

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

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

www.urbact.eu/opencities
www.opencities.eu



EUROPEAN
PROGRAMME
FOR
SUSTAINABLE
URBAN
DEVELOPMENT

