



Good Ideas from Successful Cities

Municipal Leadership on Immigrant Integration



MAYTREE

For Leaders. For Change.



Cities of Migration

A Maytree idea

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About Cities of Migration

Cities of Migration is led by the Maytree Foundation in partnership with international foundations active in the migration and integration field: the Barrow Cadbury Trust (United Kingdom), Bertelsmann Stiftung (Germany), the Tindall Foundation (New Zealand), the Fundación Bertelsmann (Spain) and the J.M.Kaplan Fund (United States). In the United States, the project is also supported by the Carnegie Corporation of New York. In Europe, the project is supported by Open Society Foundations' 11-city At Home in Europe project.

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Cities of Migration tells stories about cities that are animated by the energy and opportunity that immigration provides. Whatever their size or history, successful cities are led by innovative, forward-looking local governments that work hard to serve the interests of the public, including new immigrants. These cities view inclusion and the diversity as core values and assets in today's global economy.

In *Good Ideas from Successful Cities: Municipal Leadership in Immigrant Integration*, we share nearly 40 international good practices from cities across Canada, the US, Europe and Australasia. These are stories about local governments that are responding to community needs across a wide field of action and investing in immigration's new social, economic, cultural and political capital to build open, inclusive cities and shared urban prosperity.

Cities are uniquely positioned to learn from one another, and to adapt and replicate good ideas. When the Cities of Migration initiative launched its first Call for Good Ideas in October 2011, we were interested in learning more about the role of city leadership and the authority of public office to accelerate the settlement and integration of newcomers to cities. We were rewarded with nearly 100 submissions - ranging from sophisticated professional business networks in Munich to the charming Living Library program in Valongo's public libraries. Local governments across Europe, North America and Australasia are responding to demographic change and global economic challenges with innovative policies and practices aimed at serving the common good and building stronger, more welcoming and prosperous communities.

We would like to acknowledge the local councils, municipal departments, agencies and community partners whose innovations are represented in these pages and the important work they lead and are modelling for others. We thank them for their insights and expertise, and for challenging us all to transform good ideas into effective levers of change.

We are indebted to our partners for their international perspective and contribution, and to the growing network of city and community leaders, experts, practitioners and activists whose practice and daily work is shaping a growing consensus about the importance of immigration to our economic future and why open, inclusive cities are essential to the democratic values we aspire to.

A special thanks also goes out to the Cities of Migration team and colleagues at the Maytree Foundation for their unstinting efforts to bring together this collection of innovative city practices: Piali Roy for research and writing, Evelyn Siu for masterful coordination, Sarah Gledhill for design, and Markus Stadelmann-Elder for editorial panache.

These stories of municipal leadership and action are available online and can be reviewed in full at www.citiesofmigration.org. The multiple approaches and rich content of the international Good Ideas collection offers inspiring models of city success that are ready to be shared and adapted by the diverse range of actors and people represented in every "city of migration."

Kim Turner
Project Leader
Cities of Migration



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Why Municipal Leadership Matters

Alan Broadbent

Chairman and CEO,
Avana Capital Corporation
Chairman, Maytree



Migration and urbanization were two dominant and intersecting trends of the 20th century, and they have picked up speed in the 21st century. As people move within and between the countries of the planet, urban regions have become home to more than half of the world population, and the figure increases every day.

People move to cities because that is where opportunity exists at scale. They move for work, school, entertainment, acceptance and love. They go to the city for economic success, as they move into and upwards in their careers. They extend their education in higher learning, meet their mates and begin families, and find a place in neighbourhoods and communities. In the city they find people interested in the same things they are, and culture in a vast array of expression.

They move from the hinterlands and rural areas in a relentless internal migration.

“Cities attract people and talents from all different places. It is the spirited process of immigration and integration that makes great cities thrive.”

Mayor Olaf Scholz
Hamburg, Germany

Cities know and feel both urbanization and immigration profoundly. At the national and sub-national levels, urbanization and immigration are policy issues. At worst, they become xenophobic political issues as politicians stir fear of immigrants. At the municipal level, though, they are primary lived experience. And at the city level is where we find the political and community voices that embrace immigrants, knowing they bring strength, vitality and innovation.

“The future of the world does not lie in villages. Cities – they’re the single most brilliant invention of our species.”

Mayor Boris Johnson
London, United Kingdom

And they move from around the world, historically from farms to farms, then farms to cities, and now from large cities to large cities. In every country the biggest cities are becoming bigger at a faster rate of growth than secondary or tertiary cities.



So, at the municipal level, in our cities and urban regions, managing the settlement and inclusion of newcomers is vital. Managing it well can make a city prosper. Managing it well helps newcomers succeed at work, school, in the neighbourhood, and at the sports field or concert hall. Municipal governments provide essential services that impact day-to-day living, and can be flexible and responsive in their design and delivery. They exert their influence in a myriad of other ways, as employers, providers of goods and services, and as wealth creators and policy-makers.

It is of great interest to city leaders, then, to know the key tasks of settlement and inclusion, how to capture them in policy and programs, and what constitutes good practice. What are the large scale programs, and what are the smaller scale innovations? What cities have a program worth emulating or adapting? Who is it important to talk to in order to learn lessons from other places?

We know that civic leadership matters. Where you see a newcomer population thriving in an inclusive way, you see leaders in city government, in local business, in community organizations and institutions showing the way. For there

is no doubt that leadership matters, whether it comes from the head of the city government or from other, often surprising, places in the community.

Cities of Migration illuminates these stories of leadership and successful practice. It has built an international network of local practitioners sharing their work. It connects them in a variety of ways, so that good ideas travel at the speed of light, with the click of a button, or the sound of a voice over a telephone line.

We hope you will find new ideas to inspire your work in your own city. ■

“Cities are these marvelous man-made places where we come together to be better and to do the things we can’t do alone.”

Mayor John DeStefano
New Haven, United States



Leading with Ideas

Ratna Omidvar
President, Maytree



Cities are lead actors on the stage of global migration. As the level of government closest to the people, local governments are most directly and immediately impacted by the lives, successes and challenges of immigrants. Progressive local governments who understand this respond by proactively building inclusion into public policy and by actively providing new opportunities for business development and infrastructure design. By organizing around success and action instead of failure, crisis and inaction, local governments can succeed where many national governments are challenged.

City leadership matters. City mayors and councilors hold the keys to a progressive agenda that has the potential of creating the foundation for future prosperity for all city residents. The most enlightened city leaders understand this: the sheer necessity of living and working side by side and getting on with the business of daily life is a natural driver for solutions, good ideas, new arrangements and compromises. Leading cities are listening, responding and learning from each other.

“Leadership needs to be collaborative, flexible, generous and courageous.”

Greg Clark
Leadership and Governance of OPEN Cities

City leaders set the tone for how a city is run. Whatever the legal and jurisdictional framework, or differences in responsibilities, cities have a range of levers which they can deploy to introduce change – through policy instruments (equality, inclusion, nondiscrimination), as service providers (settlement, education, housing, police, etc.), as employers and diversity managers, and as the drivers of

the local economy – from infrastructure and procurement to support for investment, entrepreneurship and small business incubation.

Mayoral voice can be a particularly powerful tool to accelerate the path to inclusion. Neither integration nor inclusion can happen accidentally or overnight. A disciplined approach will move a city beyond well intentioned legal frameworks of rights and responsibilities

“The secret of Frankfurt is open-mindedness, diversity and tolerance – in every respect.”

Former Mayor Petra Roth
Frankfurt, Germany

In 1989 the city of Frankfurt opened the Office of Multicultural Affairs (Amt für multikulturelle Angelegenheiten, AMKA), the first of its kind in Germany.



to the lived experience of inclusion. City mayors have the voice, the authority and power of public office behind them to make those investments that lead to results.

“Immigrants are an economic engine – starting companies that are the cornerstones of our economy and the corner stores of our neighbourhoods”

Mayor Michael R. Bloomberg
New York, United States

Leadership is about change. It is not about preserving the status quo, but finding new opportunities to allow all residents to thrive – examples are through city charters that promote urban citizenship, or through services that meet local needs, through public and fiscal accountability or by changing practices within the civil service and modelling good governance to the institutions, industries, employers and ordinary citizens across the urban landscape. ■



Cities as Policy Makers City Charters

The following selection of urban charters and ground-breaking policy innovations are examples of how some of today’s “cities of migration” are responding to the diversity of the new urban mainstream and bringing forward an agenda for inclusion and shared urban prosperity.

BARCELONA, SPAIN

From Neighbours to Citizens: the Barcelona Interculturality Plan

Ajuntament de Barcelona

A roadmap to the intercultural city based on common values, civic participation and everyday interactions

Unveiled in 2010, the Barcelona Interculturality Plan is the result of more than a decade of work by Barcelona City Council. Intended to serve as a roadmap for the Council’s desire to address the challenges of “co-existence in diversity” in Barcelona, the plan represents a new kind of city policy that makes interculturalism, with its focus on the relationships and interaction between citizens, a fundamental and integrated part of city practice across all departments and services.

MONTREAL, CANADA

A Charter of Rights for Urban Citizens

Ville de Montréal

An urban charter of rights engages its citizens in the business of building inclusion and harmonious co-existence into the fabric of the city

In 2006, the city introduced the Montreal Charter of Rights and Responsibilities (Charte montréalaise des droits et responsabilités), the first city charter in North America

Cities as Policy Makers City Charters

recognizing the rights of urban citizens. The Charter is the product of a task force on citizen rights and local democracy, which lays out the responsibilities of both the municipal government and citizens towards each other, establishing a common framework for moving forward as a city. Central to the Charter's new position on citizenship in the city is its recognition of diversity as a resource that fosters "the inclusion of and harmonious relations among its communities and persons of all origins."

AUCKLAND, NEW ZEALAND

Unlocking Future Prosperity: The Auckland Regional Settlement Strategy

Auckland Council

Moving newcomer integration to the forefront of
Auckland's future

The Auckland Regional Settlement Strategy recognizes the region's diversity as central to its plan to attract and harness the skills and talents it needs from other countries to ensure Auckland's ongoing prosperity. Launched in 2007 to build the city's capacity to be welcoming and inclusive of newcomers, the Strategy sees good settlement as a two-way process in which newcomers need to be adaptable and resourceful to build their new life, and host communities need to be welcoming and ready to offer practical support. As a platform for host and migrant communities to work together and help newcomers settle quickly in their workplaces and communities, the Strategy brokers partnerships between central and local governments to emphasize labour market integration and community connectedness, and to ensure the Strategy is embedded across national and regional economic and social agendas.

HUME CITY, AUSTRALIA

Social Justice Charter and Citizen's Bill of Rights

Hume City Council

A vision for a prosperous, sustainable and vibrant city
renowned for social justice, lifelong learning and community
inclusion

In 2001 Hume City Council became the first local jurisdiction in Australia to adopt a Social Justice Charter to enshrine its commitment to "advance a fair and just society and to promote respect for every citizen, encourage community participation, strengthen community wellbeing and reduce the causes of disadvantage." Incorporating the city's inaugural Citizens' Bill of Rights (2004) as well as the State of Victoria's Charter of Human Rights and Responsibilities Act 2006, the Charter commits Council to be accountable "beyond words to its citizens, particularly those experiencing disadvantage." A series of action plans guide the Hume City Council's commitment to social justice, including the One City, Many Cultures Action Plan



to develop “fair and equitable ways to incorporate diversity throughout the spectrum of community activities” and empower members of Hume’s diverse community through a set deliverable actions, measurable outcomes, annual reporting, and the collection of participatory data.

In 2003, Mayor Michael Bloomberg’s Language Access Executive Orders mandated city agencies to deliver services in six languages and provide interpretation services for all New Yorkers.

New York City, United States

STUTTGART, GERMANY

The Pact for Integration: the Power of Planning


Landeshauptstadt Stuttgart

Urban leadership creates an inclusive integration strategy for full community participation

In 2001, Stuttgart City Council adopted the groundbreaking Stuttgart Pact for Integration and instituted a sweeping system-wide program of policies and activities aimed at securing Stuttgart’s future as a great international city. The city anchored its new policy framework in a long-term, multi-sector coalition that brought together public, private sector, and civil society interests to realize the goals of: participation and equal opportunity; social cohesion; and the capitalization of cultural diversity as a community and economic asset.

The Pact for Integration was endorsed by the personal commitment of the mayor who created the city’s first “Office of Integration Policy” to involve as many different city stakeholders and sectors as possible. The Pact was formulated as an alliance for integration within a broad framework for coordinated, cross-sectoral strategic action that is being implemented on a daily basis by the city administration, community services, public and private actors, and citizens. ■





“Everybody living in Stuttgart is a Stuttgarter.
We do not have foreigners, we have citizens.”

Lord Mayor Wolfgang Schuster
Stuttgart, Germany

CHAPTER 1

Inclusion, Participation, Belonging

Cities as Democratic Institutions

Successful cities value diversity as an essential component of community identity, political culture and economic well-being. When managed successfully, local governments help shape a rich environment within the city that celebrates this diversity and provides a sense of belonging for residents of all backgrounds.

They also understand that they cannot develop and implement effective policies and programming without community input across multiple sectors and groups, from families to business leaders, police to health providers, urban planners to unions, retailers, parks and schools. Political representation, voting rights and other participatory processes, transparent decision-making and public accountability are all critical dimensions of the modern and functioning democracies that city governments aspire to.

The following selection highlights some of the participatory practices and strategic initiatives led by cities that strengthen the capacity of city councils, civil society organizations, local employers, businesses, and ordinary citizens to work together for more inclusive communities and strong democratic institutions.

DUBLIN, IRELAND

Did You Know You Can Vote? Cities and Democracy at Work

Dublin City Council

A city framework for integration makes voting rights the key to immigrant empowerment

After Zhara, a part-time hair dresser in her mid-twenties, completed a one-day training course in voting education, she enthused that “I can’t wait to share what I’ve learned with my community! Once people understand how important it is to vote, I think I’ll have lots of people of all ages interested in attending.”

Zhara’s training was part of the Migrant Voters Project launched on behalf of Dublin’s City Council’s Office for Integration. The goal was to raise awareness among migrant populations in Dublin about the importance of voting. The campaign also provided information about their legal right to vote and the practical steps on how to actually cast a ballot on election day.

Despite having the legal right to vote, voter participation among migrant communities had historically been very low in Dublin. In the 2007 election, only 8,400 of a potential 75,000 migrants registered to vote. Barriers identified included the very young profile age of these potential voters and a lack of targeted information on how to register and why they should vote. By training young community leaders like Zhara, the City of Dublin hoped to directly reach these communities through trusted community ambassadors.

The Migrant Voters Project was stressing the message that all migrants were entitled to vote - regardless of status. In addition to an advertising and migrant

voter registration campaign, the steering committee also committed to establishing forums for political engagement. To increase the reach and success of the campaign, its efforts were heavily promoted with posters throughout the city and in over 25 languages, including Polish, Lithuanian, Arabic, and Spanish.

A city commitment to integration

The Lord Mayor of Dublin, Councillor Eibhlin Byrne strongly endorsed this campaign, saying, “It is important that all their voices are heard so that together we can create a vibrant city for the 21st century.”

The Migrant Voter Project was launched on behalf of Dublin City Council's Office for Integration as part of the "Declaration on Integration," a formally signed document involving key leaders of state and city organizations. This declaration was unique in the Irish context, establishing a pact on integration at city level and a strong message of commitment to the immigrant population of the city of Dublin.

The declaration committed the city to promote and support the integration of the migrant population within the political, social and economic life of the city. A variety of government ministries signed on to the multilateral declaration, as did the Dublin Chamber of Commerce and the City Enterprise Board, among others. Each of these pledged to develop a strong integration focus in strategic and business planning and to collaborate in joint measures and actions to contribute to a more open, integrated city, with greater urban prosperity.

Success

For Dublin residents like Zhara, initiatives such as the Migrant Voters Project are essential to engage migrant communities: "It's not just words for a press conference or a treaty that everyone signs and forgets about – I've seen the posters in my neighbourhood and took part in the voter training, it's working on the streets." ■

Making It Work for You

- ➔ Knowing how and where to vote is almost as important as knowing your rights. Make sure your city provides multi-lingual information and practical steps on how to actually cast a ballot on election day.
- ➔ Use community ambassadors from diverse communities to build trust and influence participation rates. How can your organization recruit and train community members to increase participation in local politics?
- ➔ Dublin's collaborative approach to social inclusion means that all city residents are part of the migrant voters campaign.
- ➔ Use smart promotional materials targeted at new communities to highlight voter registration for local elections. In Dublin, posters were distributed to a number of cultural communities and were available in 25 languages, including Polish, Lithuanian, Arabic, Chinese and Spanish.

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BARCELONA, SPAIN

Fighting Fiction with Facts: the BCN Anti-Rumour Campaign

Ajuntament de Barcelona

City Council enlists community agents to dispel myths about immigrants and fight discrimination with facts and good humour

It's a familiar refrain.

“Immigrants receive more financial aid to open their businesses...”

“Immigrants are overcrowding our health services...”

“Immigrants don't want to integrate or learn our language...”

In November 2010, when the Barcelona City Council (BCN) unveiled its long-term strategy to improve coexistence among locals and new immigrants, it launched a clever public service campaign to dispel such rumours, misconceptions and prejudices.

Among the city's weapons? Recruiting and training “anti-rumour agents” to spread the campaign through local organizations and the city's neighbourhoods. The BCN campaign is based on a similar project started in 2003 by the regional council of nearby Vallès.

Campaigning with a human touch

Individual contact plays an important role in changing people's minds. Campaign organizers recognized that a key strategy to eliminate discrimination would be to put a human face on the message – and the messenger.

The project first identified the main stereotypes and prejudices about immigrants circulating in Barcelona. These included five themes:

- the arrival of new migrants;
- abuse of social and health care services;
- failing to declare income or pay taxes;
- anti-social behaviour in public spaces; and
- taking jobs from locals.

Next, the city equipped anti-rumour agents with accurate information about migrants and techniques for addressing misconceptions. They focused on nimble, situation-based actions that could be taken at work, at home or in public spaces. So, when someone complained that “subsidized apartments go mainly to foreigners,” a city anti-rumour agent could quickly interject: “Today only one in twenty immigrants receive such a benefit.”



Community network

The city recognized that the greatest challenge was not framing the message, but getting it out into Barcelona's streets. It made sense to launch the campaign through a network of 80 local organizations already actively working on social cohesion and coexistence. Anti-Rumour Network members are all connected through a website offering information, free training sessions and online guides to address key challenges.

The Anti-Rumour Network also uses a variety of innovative approaches to carry its message – some more unusual than others. In addition to a city-wide advertising campaign, the project has hosted public debates with leading local figures, supported street theatre and produced tongue-in-cheek videos. However, its greatest success has been a comic book series called *Blanca Rosita Barcelona*.

Written by acclaimed Spanish illustrator Miguel Gallardo, it tells the story of Rosita, an elderly woman from southern Spain who lives in Barcelona with her young Peruvian caregiver, Blanca. Each volume explores a campaign theme in the context of everyday life.

Success

The campaign has celebrated a number of milestones. More than 350 people have been trained as anti-rumour agents. The first issue of *Rosita Blanca Barcelona* received a print run of 10,000 copies which was doubled for the second issue. And a new guidebook to combat prejudices and stereotypes is now available online.

Most importantly, other city councils in the state of Catalonia are working on establishing their own campaigns. Spanish towns in Granada and the Basque Region have also shown interest as have other European cities, including Athens and Geneva. ■

Making It Work for You

- ➔ Understand the problem. For better strategies and better outcomes, take time to identify and analyze the issues.
- ➔ Think outside the box! Use humour to tackle serious problems and reach new audiences. Tell your story with new and unusual formats (comic books); use new channels, such as theatre (arts), video and social media (youth), or public debate (local government and media).
- ➔ Build trust, transparency and a capacity for others to replicate your success by sharing your research, training guides, good practices and success stories.

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SHEFFIELD, UNITED KINGDOM

City of Sanctuary

Sheffield City Council

An official policy to offer sanctuary and assistance to refugees creates a welcoming community for the whole city

Imagine arriving in a new city, unsure of the local language, customs and with little support from friends or family. Simple gestures of welcome and help getting settled can make all the difference.

In 2007, Sheffield City Council became the first “City of Sanctuary” in the UK. With the support of over 70 local organizations and community groups, the Council made a commitment to bring new and older residents together to celebrate the contribution of asylum-seekers and refugees to the life of their city.

The City of Sanctuary movement aims to foster a culture of municipal hospitality and an environment of support and understanding for people seeking sanctuary in the UK, while working actively to dispel negative stereotypes about refugees. According to Craig Barnett, Sheffield’s City of Sanctuary coordinator, “It’s about offering a positive vision of our city as a place of sanctuary.”

The journey to sanctuary

Starting with community and faith groups, since 2005 over one hundred organizations have come together with Sheffield Council to create a welcoming community for asylum seekers by offering them friendship, advocacy and inclusion. Donna Covey, chief executive of the Refugee Council, cites this array of grassroots support as one of the unique aspects of the Sheffield experience. “It comes from the wider community. These aren’t people who work in the refugee sector or campaigners necessarily. They are just ordinary members of the public who want to provide a place of safety to people who are forced to flee to the UK.”

In 2007, the city’s formal recognition of Sheffield as a City of Sanctuary made a long-term community vision of inclusion a matter of fact. The Sheffield City of Sanctuary Manifesto includes goals for the participation of asylum seekers and refugees in city life, including access to essential services and support. The city’s Asylum Seekers Team has also drafted a “Customer Charter” to help asylum



seekers understand their rights and the city's responsibilities towards its newest residents.

A growing movement

Since Sheffield became the first City of Sanctuary, the movement has spread to an increasing number of City of Sanctuary groups in towns and cities across the UK – Bradford, Bristol, Coventry, Leicester, London, Norwich, Nottingham, Oxford, Sheffield and Swansea. Among the visible successes are signs throughout Sheffield and other cities that read “We welcome asylum seekers and refugees,” a daily reminder of the attitudinal changes the movement seeks to bring about.

The national network meets regularly to share knowledge and experiences, supported by a national coordinator who is responsible for promoting the movement. City of Sanctuary has also published a handbook which contains guidance on building a local initiative, and case studies from around the UK (www.cityofsanctuary.org/book).

A global movement

In the US, approximately 31 cities have designated themselves Sanctuary Cities, starting in 1989 when San Francisco passed the “City and County of Refuge” Ordinance (also known as the Sanctuary Ordinance) which prohibits City employees from helping immigration investigations or arrests unless such help is required by federal or state law or a warrant. The Ordinance is rooted in the Sanctuary Movement of the 1980s, when churches across the country provided refuge to Central Americans fleeing civil wars in their countries. In providing such assistance, faith communities were responding to the difficulties immigrants faced in obtaining refugee status from the U.S. government. Municipalities across the country followed suit by adopting sanctuary ordinances. ■

Making It Work for You

- ➔ Reaching new communities, new audiences and building broad based support for the movement (beyond established organizations) was essential to Sheffield's success.
- ➔ Refugees themselves can be powerful advocates for the movement by sharing their experiences in talks to schools and community groups, in the media and through performances.
- ➔ Celebrations, festivals and cultural events emphasize the positive contribution of refugees and asylum-seekers to the city, and encourage a sense of pride in being a place of safety among the local population.

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NEW HAVEN, UNITED STATES

Urban Citizens: Municipal Identification Cards for Safe Communities

City of New Haven, Office of The Mayor

A municipal identification card provides access to city services while securing greater community safety for all city residents

Going to a pharmacy to have a prescription filled, opening and accessing a local bank account, using any public service including getting a library card – all of these require identification, something many immigrants don't have.

To overcome this hurdle, Mayor John DeStefano led an initiative in the City of New Haven to create a municipal ID card – the first of its kind in any American city.

The Elm City Residence Card (named for the trees that once dominated the regional landscape) was launched in July 2007 and is available to all New Haven residents regardless of citizenship status. While the card is not interchangeable with a drivers license, it validates holders as full participants in civil society.

A practical community need

A rapid increase in immigrant population presented the city with a number of challenges and opportunities, particularly related to an undocumented population. These undocumented residents faced the traditional obstacles confronted by immigrants (language barriers, cultural differences, barriers to educated attainment and low wage work). But they also faced additional problems uniquely tied to their lack of status, including difficulty accessing financial institutions, victimization, scams promising citizenship, and other areas affecting quality of life.

Fear of authorities often dominates immigrant communities. Lack of documentation deters immigrants from reporting crimes because they frequently become objects of suspicion if they are unable to prove their identities.

What's more, immigrants are disproportionately victimized by theft and home invasion, since they are frequently paid in cash but have nowhere to deposit their earnings. Local banks usually require a driver's license or social security number to set up an account – all documents that cannot be obtained by non-citizens. That has changed in New Haven when many banks have agreed to accept the new municipal ID. With a possession of a bank account and a valid ID, city leaders expect that immigrants will be



simultaneously, “more likely to report crime and less likely to experience it themselves.”

Selling the idea

The City of New Haven won broad based support for the municipal ID program by promoting practical virtues instead of ideology. As Board of Alderman President Carl Goldfield, the Elm City ID, points out, “From a public health and public safety standpoint, it just doesn’t make any sense to have 10,000 members of a community afraid to get medical help or report crime, just because they are undocumented.”

The other tactic used was positioning the ID cards as having broad based appeal. For example, it became a useful form of ID for high school students who had not yet qualified for a driver’s license, and seniors who may no longer have one. This meant that immigrants would not automatically be identified as undocumented by virtue of their cardholder status.

Going forward

In 2007, the Elm City ID card was the first municipal identification card issued in the United States. In 2009, the city/county of San Francisco launched the SF City ID Card, a municipal identification card program modelled after New Haven’s. Other cities that issue identification cards include Asbury Park, New Jersey, and Washington, D.C. (DC One Card). Public officials in other major U.S. cities are monitoring New Haven’s experiment and cautiously evaluating its suitability for their own communities. ■

Making It Work for You

- Municipal identity creates a sense of belonging, making social and economic integration easier.
- All city residents, regardless of immigration status, contribute to local commerce and other forms of civic engagement.
- Making it possible for all residents to access public services, such as the use of a library or gaining access to parks, increases their ability to participate and become an integral part of the community.

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RICHMOND HILL, CANADA

Welcoming Diverse Leadership

Town of Richmond Hill

A growing municipality takes steps to improve minority representation on civic boards

The suburban community of Richmond Hill north of Toronto attained its multicultural identity and urban status virtually overnight. Once a small town, its population not only doubled to 185,000 within twenty years, but the proportion of visible minorities increased to constitute almost 50% of the community. This rapid change created challenges both for long-time residents (some of whom resisted the change), and for newcomers (who often reported feeling unwelcome).

The response of the town's leaders was direct and to the point. In 2007, they embarked on a new strategic plan guided by a single phrase, "We are a welcoming community." To ensure all voices in the community were heard, the town organized a series of consultations

including open houses, ethnic forums, youth contests, surveys as well as informal conversations hosted by Mayor Dave Barrow with leaders from diverse communities.

Over 2,000 residents took part in the development of the Town's 2009 Strategic Plan. However, city leaders recognized that more work would be needed to address the city's diversity and make the Town of Richmond Hill and its governance more inclusive.

DiverseCity onBoard

Outreach to diverse communities became a top priority for the city's leadership. To ensure its citizen committees reflect the area's diverse demographic, the Town approached DiverseCity onBoard to discuss ways it could help Richmond Hill progress towards its goal.

Launched in 2005, DiverseCity onBoard (DoB) was created by the Maytree Foundation 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 DoB program does this by identifying qualified pre-screened candidates from visible minorities and underrepresented immigrant communities for professional appointments on the governance bodies of public agencies, boards, commissions, committees and voluntary organizations. From a roster of 1,500+ candidates, DoB has matched over 600 individuals to board and committee positions to date.

Recruiting residents to the Town's committees

Building on its highly successful community engagement process, the Town partnered with



DoB early on in its citizens' committees appointment process to reach out to local residents who had already self-identified as eager and skilled board volunteers.

They decided an open house would deepen outreach to potential committee members, while creating an opportunity to help residents learn more about how to become active in their local government. Each committee of Council with citizen representation participated in the event, hosting its own booth and providing background information on its roles and responsibilities. Local agencies also participated.

At the DoB booth, residents also learned more about the professional benefits of joining public boards and committees. Cathy Winter, manager of DoB, recalls: "In addition to meeting with our own roster members who had attended the event, we were able to reach out to a much wider audience about our board matching program."

Success

The new appointments process in Richmond Hill opened doors to citizens who might otherwise have never become involved in municipal governance. Visible minorities now account for 22% of the membership of all citizen committees in the Town. In 2010, DoB recognized Richmond Hill for embracing diversity in board governance and making it a priority to recruit board members from diverse backgrounds.

"Richmond Hill has grown into a dynamic, well-educated, multicultural town that is on the cusp of further change in how we, as a community, will function and look," says Mayor Dave Barrow. By developing an open-ended engagement process, Richmond Hill is working towards meeting the needs of all its residents, today and in the future. ■

Making It Work for You

- Remember who your stakeholders are and ask yourself whether you are doing all you can to engage and sustain their support.
- If your committees do not reflect the community you serve, find out what the barriers to inclusion are.
- Be proactive in developing outreach tools to gain the attention of communities who are under-represented in your committees.

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MARSEILLE, FRANCE

From Hope to Fraternity: Marseille Espérance

Ville de Marseille

Mayoral leadership brings together religious communities to create a forum for dialogue and community mediation

The port city of Marseille in the south of France has a long history of migration. Its Jewish community is the third-largest in Europe, and approximately one third of its population is of North African origin. Some demographers predict that Marseille will be the first city on the European continent with a Muslim majority.

Yet, the most ethnically diverse city in France has also been the most successful in staying free of the outbreaks of social unrest and ethnic violence that have troubled the banlieue of Paris and other cities.

Marseille is a city of immigrants

The diverse realities of modern French society are not easily addressed through official channels. Information on religion or ethnicity is generally not collected in France on the principle of *laïcité*, or secularism, which prohibits the

recognition of religion or ethnicity in political life, and the collection of ethnic or religious data by the state.

Breaking with tradition, in 1990 the Mayor's office established Marseille Espérance, to acknowledge the importance of community identities in the public sphere and open lines of intercultural dialogue. The first of its kind in Europe, the forum's "unique formula" ("peaceful and open secularism"), allowed the Mayor to bring together the city's religious leaders (Christians, Jews, Muslims, Buddhists) with the aim of encouraging harmony and understanding amongst all Marseille citizens, regardless of their origins, culture or religion. The organization's message of a cosmopolitan and fraternal Marseille was further consolidated under new Mayor Jean Claude Gaudin after 1995 and actively promoted to media.

Members of Marseille Espérance meet regularly with the Mayor to address the social needs in the city. An example of the forum's success is the unanimous backing given by Marseille Espérance to the "grand mosque" project of



Marseille. Proactive mayoral leadership, backed by all of the religious leaders of Marseille Espérance, accelerated a century-old search for a suitable site. Today the mosque's construction is underway. Marseille Espérance is also available to act “on demand” to potential threats to the peaceful coexistence of city residents and has a successful track record of mediating issues of community conflict.

Marseille Espérance's narrative of inclusion, cohesion and coexistence around the unifying figure of the Mayor has been widely distributed through the media and local networks. Local media has responded enthusiastically with a large increase in the number of articles written on Muslim civil society organizations.

Success

To commemorate Marseille's 2,600th anniversary in 2000, Marseille Espérance initiated the “Tree of Hope” sculpture project. 350,000 city residents signed up to the message of tolerance, hospitality and sharing, symbolized by the project and the values of Marseille Espérance; their names are engraved at the base of the tree. A replica of the tree has been presented to its twin city, Shanghai, and its partner city of Algiers.

Other innovative projects sponsored by Marseille Espérance include the “cubic metre of infinity”, an interfaith prayer room and place of introspection at the Paoli-Calmettes Hospital, widely regarded as unique in Europe, and the Marseille Espérance Prize, endowed by the city of Marseille, and awarded each year at the Marseille Documentary film festival.

In 2004 the Fondazione Laboratorio Mediterraneo awarded Marseille Espérance its Mediterranean Peace Prize for its work in facilitating inter-cultural dialogue and understanding. The Marseille model has also been adapted by the City of Brussels, and in Barcelona, the GTER has signed a cooperation agreement with Marseille Espérance to learn from its expertise. ■

Making It Work for You

- Community consultation and participatory decision-making result in stronger, sustainable solutions.
- Use as many channels and platforms as you can to meet your goals or increase your visibility: media, the arts, the Mayor's office, local institutions and public space.
- Tell a good story! Together with meaningful action, do not underestimate the symbolic power of language and leadership to promote your success.

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FRANKFURT, GERMANY

Diversity Moves Frankfurt

Stadt Frankfurt am Main

Hitting the virtual highway for a public consultation on integration

In Frankfurt, immigrant integration is not just good for business, it's everybody's business. The internationally-known "City of the Euro" has built a solid reputation on more than balancing its books. Frankfurt has played a pioneering role in developing and implementing Germany's earliest integration policies.

A changing city

The city of Frankfurt was the first city in Germany to grapple seriously with the issue of migrant integration in the 1980s. In 1989, it opened the Office of Multicultural Affairs (*Amt für multikulturelle Angelegenheiten, AMKA*), the first of its kind in Germany. Controversial in the beginning, integration initiatives such as *Mama lernt Deutsch – Papa auch* (Mama learns German – even Papa) are today regarded as exemplary at both national and international levels.

Frankfurt's approach has been a model of success. However, with a population that included international migrants from over 170 countries representing a population of 670,000 (37% have a migrant background), by 2009 levels of diversity in the city were far from the once-held image of a migrant population mainly from Turkey and Italy.

Asking the academics

Starting in 2009, and led by AMKA and the Integration Commission, two prominent academics were invited to provide a sort of "blueprint" for a public discussion. Among the recommendations was the idea that integration "should take into account the realities and the special potential of Frankfurt as a European metropolis of global culture." In other words, Frankfurt was both a city of migration and an international financial capital, but needed to seek "renewed engagement, improved cooperation and better coordination" between the relevant players.



photo: © Willi Müller-Sieslak

I am a Frankfurter, because...

To canvas its residents about what integration meant to them, the city launched its Diversity Moves Frankfurt (*Vielfalt bewegt Frankfurt*) campaign. The main medium became the *Vielfalt bewegt Frankfurt* website.

The online engagement component of the campaign took place in three phases. To start, people were invited to send in videos or blog posts on the subject, “I am a Frankfurter, because...” Next, the public was invited to answer five surveys to help determine important issues and priorities for the project. The final phase asked for new ideas that might have been missed in the process. Together, all three phases were completed in less than six months.

To ensure the process truly worked, old-fashioned in-person outreach was also done, including a “road show” with visits to government offices, schools, institutions and city squares to ask the public for their opinions. In total, over 46 project-specific events brought out the people and opinions of Frankfurt, including a live chat show with the Integration Commissioner.

Success

By the end of the consultation, over 47,000 people had participated in the process from a wide cross-section of Frankfurt society. A broader view of integration could now inform public discourse, including the idea that Frankfurt’s diversity was even more varied than once assumed.

In September 2010, the Frankfurt am Main City Council adopted the new Integration Concept developed by AMKA. ■

Making It Work for You

- ➔ Start with the facts! Ask your city’s leading academics in the field to develop a baseline study of integration.
- ➔ Provide an online forum that is time sensitive to demonstrate the urgency of the project.
- ➔ Communicate often and in as many forms as possible – print and online media, posters, radio and television. Then follow up with in-person outreach to ensure the project gets attention and the response you need.

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“The contributions that our new neighbours make to the city must become apparent and tangible, and we must agree to reciprocate.”

Mayor Javier León de la Riva
Valladolid, Spain



CHAPTER 2

Cities at Work

Cities as Employers and Buyers and Sellers of Services

Since cities are major employers and major buyers in the local economy, they are in a unique position to model a positive approach to diversity and provide leadership through good recruitment and diversity management.

Cities can thus set the standard for equitable and fair business practices to other employers and institutions across the larger community.

Forward-looking cities are challenging themselves to ensure that their future workforce reflect the city's diversity across all areas and levels of work. These cities are also putting an inclusionary lens on procurement and supplier diversity policies, HR contracts, zoning, infrastructure expenditures, service delivery costs and investor incentives.

Policies and processes like these go to the heart of city budgeting, its tax base and public accountability. They send a message to all city residents and stakeholders that the city is theirs and its doors are open for business.

BREMEN, GERMANY

You Are the Key: Youth Employment for City Success

Freie Hansestadt Bremen

A recruitment campaign targets youth and diversity for public service jobs and future city success

Yasemin joined a firefighting crew. Angelo receives hands-on education about public administration. Katja is a police recruit on a call with a senior officer. Short videos starring Yasemin, Angelo and Katja are part of the City of Bremen's campaign to recruit young graduates into civil service training positions.

In today's multicultural cities, a diverse workforce is critical to creating an effective and responsive public service. When city officials in Bremen investigated why so few young people with a migrant background were applying for the city's many training positions; they learned that this group had few family members, friends or contacts who worked for the municipality and that civil service jobs were rarely considered an option.

In 2009, under the slogan "You are the key... to your future and your city" (Du bist der Schlüssel...für deine Zukunft und deine Stadt), the City of Bremen launched a campaign to recruit more young people into the civil service. The campaign uses stories, videos and testimonials to advertise career options using successful individuals with a migrant background as role models to inspire young people to seek opportunities with the city. It also provides clear, accessible information about entry-level positions via the web, including educational requirements, training provided, and future pay.

You are the key: an inclusive campaign

Located in north-west Germany, Bremen is the country's tenth largest city with a population of 500,000. Approximately 25% of the region's

population has a migrant background; the top three source countries are Turkey, Poland and the Russian Federation.

To attract this largely untapped population, the city's education and training department embarked on its "You are the key" campaign. Named after the iconic symbol of the city, the campaign targets minority youth as the key to the city's future and aims to make public service employment an attractive career option. Like similar programs in Hamburg, the city recruits for a wide range of departments, including police, firefighters, law enforcement, judicial administration, financial management and general administration.

Campaign messages were developed carefully to manage the tricky problem of how to recruit from the target populations (underrepresented minorities) while maintaining the city's commitment to equality. The city,



which employs more than 25,000 people, had previously attempted to open up employment opportunities through a cross-departmental strategy for integration (shortlisted by the Bertelsmann Stiftung as a best practice in 2005). However, the new program aimed for a more inclusive approach. Minority youth needed to feel they were “equal among equals.”

Equal among equals

The “You are the key” campaign uses a multi-pronged approach to reach its target audience, including a print media advertising campaign, career fairs, a new cross-departmental website devoted to promoting career options and job openings, and outreach to migrant organizations and school cafeterias. There are even Twitter and Facebook accounts.

Recognizing the role of family in guiding their children’s career choices, campaign outreach targets both young people and their families. The Russian and Turkish versions of the German-language brochures about career and training options have been tweaked to enlist the support of parents.

Success

“We want the proportion of migrants to increase in public service,” says Mayor Karoline Linnert. “We need their intercultural competence. The administration should be as colourful as our society.”

In 2009, 19.6% of applicants came from a migrant background. By 2010, proportion had jumped to 25% as a result of the campaign, with its use of examples of successful young city trainees, in conjunction with recognizing the achievements of bilingual candidates. The look of the campaign itself was also received well by city employees, and many felt it strengthened the city’s brand as an employer. ■

Making It Work for You

- Young people need role models they can recognize to inspire and guide them to future success.
- When seeking to fill your organization’s staffing needs, do not neglect untapped local populations. Simple solutions can transform an emerging diversity deficit.
- When recruiting youth for employment or training, include information for parents in your outreach packages. Parents often play an important role in guiding their children’s career decisions.

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OSLO, NORWAY

Oslo Extra Large

Oslo Kommune

Making city leadership accountable to its policies for inclusion

Oslo, like other new “gateway” cities, has not always been a destination for immigrants. Geographically isolated and without a colonial past, historic migration trends did not apply. In fact, until recently, Norway was a country of net emigration. No longer.

Today, Oslo is one of the largest receiving centres of asylum seekers and refugees in Europe, and the City of Oslo has made diversity and the ideals of inclusiveness and harmony part of the city’s identity.

In June 2001, after a racially motivated murder, the city began a high-level campaign to cultivate and promote cultural diversity. The city unanimously passed a resolution and adopted a charter that recognized the equality of all citizens and entrenched a commitment to tolerance, mutual respect and understanding.

The result was OXLO, the Oslo Extra Large campaign.

Looking to the future

Based on the City of Oslo’s special values document, “Oslo – a city for all,” the OXLO campaign is an essential part of the city’s large planning strategy.

Initially the campaign focused on youth. Activities included subsidized kindergartens, school-based activities, immigrant recognition awards and

cultural newsletters. Preparing the next generation for the intercultural city of the future was key in the initial strategy.

In 2005, the OXLO campaign and its large-hearted, “one-size-fits-all” approach to diversity received a renewed mandate from the city to move beyond goodwill and

Oslo kommune

Oslo Extra Large – en by for alle

1. Oslo is a city where every inhabitant is of equal value.
2. The future of Oslo lies in the hands of its inhabitants being the city's most valuable assets. We are citizens with different ethnic, cultural and religious backgrounds, sharing the same fundamental rights, duties and responsibilities.
3. Diversity and complexity provide enrichment and strength to our city.
4. Oslo is a safe city, where every child and young person is free to develop both their own identity and their future.
5. Every inhabitant in Oslo has the right to be visible, have their voice heard, be included and be treated as individuals.
6. Acting together and exchanging information and knowledge about one another are ways to increase tolerance, mutual understanding and respect.
7. Everybody has a responsibility for making Oslo a safer and transparent city. There is zero tolerance for threats, bullying and violence.
8. Oslo city fights against all forms of racism and discrimination.
9. The Norwegian law forbids all forms of racist expressions and activities. Any violation will be dealt with accordingly.
10. Fighting Nazism, racism and intolerance is about protecting our society's most central values: democracy, freedom, safety and security.

Ethical document adopted by the Oslo City Council on 20 June 2001.

OXLO

***Oslo Extra Large – en by for alle**

www.oxlo.no

symbolic gestures to make the city accountable to its policies. A number of city-wide measures were introduced to increase cultural diversity through active city governance. These included addressing city government hiring criteria, emphasizing political participation through active citizenship and supporting increased co-operation among agencies, local government and other service providers.

Oslo – a city for all!

Today, over 26% of a population of close to 600,000 and 50% of children have a minority background. Diversity is a comfortable part of the city landscape and an increasingly important part of its structures and institutions. In 2009, 20% of the Oslo city council (12 of 59 members) had a minority background, and five out of the seven political parties in the council included minority representation.

Since 2004, all municipal agencies, city districts and the city government itself are obligated to consult Oslo's Council of Immigrant Organizations (RiO) about the development of public services to ensure the needs of users with minority backgrounds are met.

Further, non-citizens who have resided legally in Norway for three years have the right to vote in local elections, and Oslo's City Hall has been used for citizenship ceremonies since the revision and expansion of the Citizen Act in 2006.

Success

The success of the OXLO campaign is matched by that of the city's ethnic minorities. The level of unemployment is low – about 5% – and the level of education is high. Second generation students outperform their native peers in some districts, moving on successfully to tertiary education; 13% of students at the University of Oslo and 17% at the University College of Oslo are from minority backgrounds. ■

Making It Work for You

- ➔ The support of local leadership, from the Mayor's office down, guarantees a wide base of support for a campaign that includes numerous actors, initiatives and organizations from across the community.
- ➔ Keep campaign activities and messages fresh, meaningful and easy to achieve. Review your goals regularly so that they continue to align with community needs.
- ➔ Community campaigns are most successful when they are designed and implemented with community input. How do you know your approach is inclusive and participatory?
- ➔ Is it time for your organization to measure diversity within its staff and membership, services, and audience?

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LONDON, UNITED KINGDOM

The Living Wage Campaign

Greater London Authority, Living Wage Unit

City of London signs on to successful community campaign to improve city wages and monitor employment practices

Kasia works ten-hour days cleaning rooms at a hotel in London's West End where rooms cost up to £640 a night (\$1,280 CAD) and a cup of coffee is £6.50 (\$13.00 CAD). Yet she struggles to scrape by on a national minimum wage.

Like 94% of migrant workers, Kasia pays tax and national insurance and doesn't claim benefits. Many service sector workers are paid at exploitatively low rates, and it is estimated that in the City of London alone, 400,000 people have fallen into this working poverty trap.

In 2001, London Citizens coalition began the Living Wage Campaign to urge employers to pay a "living wage" to employees. A living wage is the amount that a worker needs to be paid for them and their families to enjoy a decent standard of living. In London, the current living wage stands at £8.30 per hour – around 35% higher than the national minimum wage at £6.08.

In a 2005 study, the organization also found that migrants were disproportionately represented in low paid employment in London and that over 90% of cleaners, hospitality workers and home care workers were earning approximately £10,200 per year. This was less than half the national average, and less than a third of London's average salary.

Everyone wins

After becoming a Living Wage Employer, cleaning staff turnover at KPMG was reduced by 50%. Chairman Richard Reid believes that the living wage "makes good business sense" as it reduces staff turnover and increases productivity.

London Mayor Boris Johnson has stated: "It really is a win-win for employers as paying a fair wage fosters a loyal and motivated workforce, while at the same time continues to help pull many Londoners out of poverty and boost the capital's economy."



Success through Mayoral support

The issue of a living wage regularly appears in debates on poverty alleviation and social exclusion and featured in the 2008 London Mayoral election campaign. When Boris Johnson was elected as Mayor, he pledged that the living wage would be the “basic standard” at City Hall. The Mayor’s office now promotes the living wage in London’s various sectors and encourages Tourist Guides to only endorse accredited hotels and restaurants. The majority of banks and law firms pay the living wage, and across the Greater London Authority Group, more than 3,000 employees receive the wage.

Since January 2009 the City of London, which governs London’s square mile financial district, has committed itself to ensuring that grants, favours and funding are only given to accredited Living Wage Employers. The City of London has made the living wage a condition in all new contracts to supply services to the City.

The Olympics have also provided an opportunity to publicize the campaign; The Olympic Delivery Authority (ODA) and London Organising Committee (LOCOG) have both signed on and are working with London Citizens to promote decent wages. Over 1,200 people have been helped into living wage Olympic jobs.

The Living Wage Campaign has helped to raise awareness of the low paid, often invisible workers who keep London going. Since 2001, more than 100 employers have signed on and over £70 million of wages have been won, helping to lift more than 10,000 families out of working poverty. ■

Making It Work for You

- ➔ Go beyond the usual suspects! A strong and successful campaign requires bringing in as many new groups and supporters as possible and really using the media reach that they give you.
- ➔ Media attention does not just happen. It requires knowledge of media organizations, well-crafted communication and a coordinated effort to get strategic messages out.
- ➔ Get the facts! Good research and hard evidence make it easier to paint a compelling picture that can help you gain the broad-based support that you need.

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COPENHAGEN, DENMARK

Engaging in Copenhagen

Københavns Kommune

Taking a diversity charter to the business community, to promote jobs and supplier diversity

The City of Copenhagen was inspired by the diversity agenda set by the City of London for the 2012 Olympic Games, as well as the seminal French *Charte de la diversité*, now replicated in Germany and Spain. In 2011 the city developed its own Diversity Charter and Board. The Charter actively engages the business community to make Copenhagen the “most inclusive city in Europe.”

Charter signatories affirm the campaign’s three guiding principles:

1. Diversity is a strength.
2. Everyone should have the chance to participate.
3. Being an involved citizen is everybody’s concern.

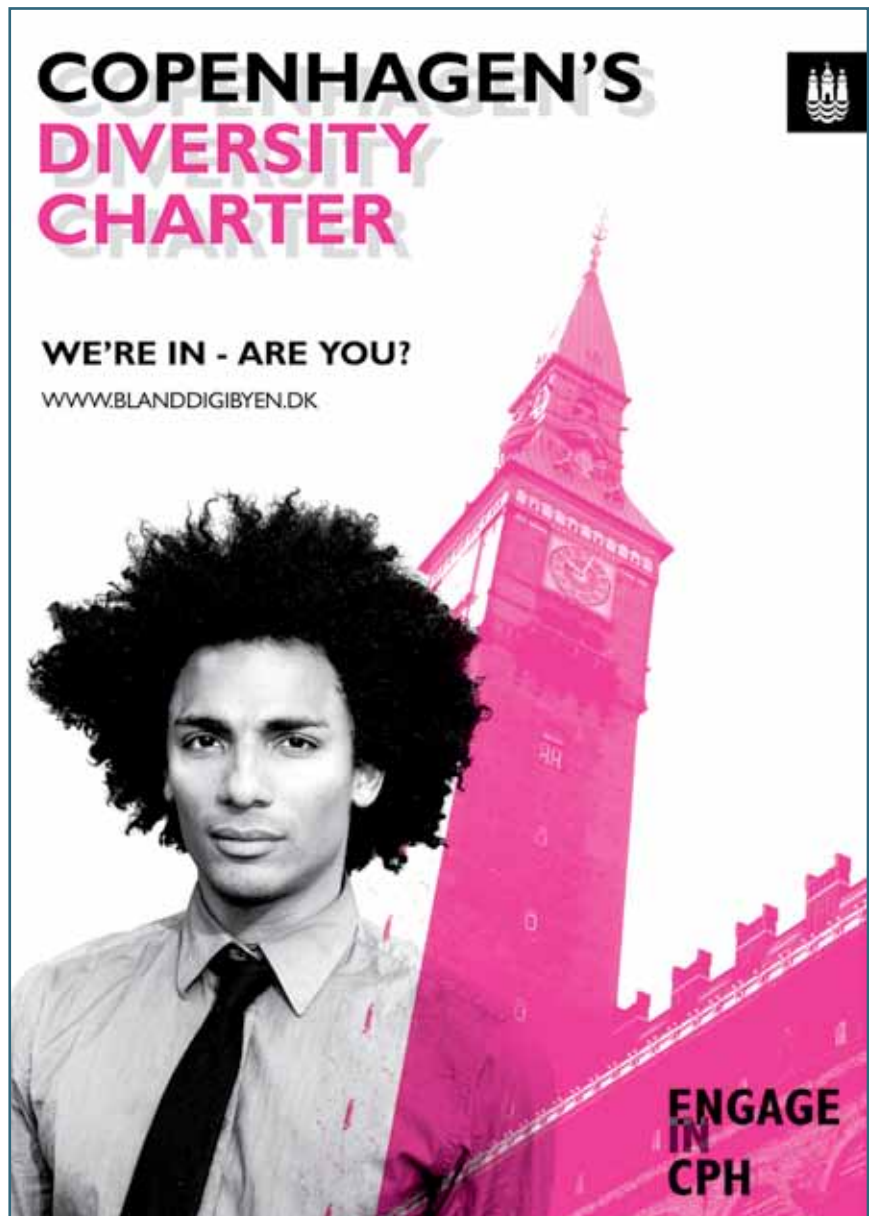
Companies, educational institutions and other non-profit organizations who sign the charter pledge to “promote the quality of life and growth in Copenhagen” by:

- making diversity the norm in their organization;
- contributing so that diversity is seen as an asset in the public debate; and
- supporting initiatives that promote diversity and inclusion and fight discrimination in Copenhagen.

Diversity board members make a further commitment to speak about the program publicly and in the media.

Copenhagen: employer and buyer of goods and services

Cities are not only major employers, but also major buyers in local economies. So in 2007, when a City of Copenhagen audit revealed that 15,000 private-sector suppliers with



a total turnover of approximately 6.5 billion DKK were accounted for in sales to the council, the City responded with a proactive procurement policy. The municipality instituted the insertion of mandatory “social clauses” in any municipal contract with suppliers of goods and services that exceed the value of half a million DK.

As the country’s largest employer, the City of Copenhagen models a positive approach to diversity at home and nationally, providing leadership through good recruitment and diversity management practices in its own offices. ■

Making It Work for You

- Keep your diversity charter simple. Working with busy people means that you will be more effective if you keep it short and simple.
- To change institutional culture, a diversity charter has to do more than invite management and staff to “approve” of diversity. To ensure success, set realistic targets and measurable goals.
- As an employer, be proactive about recruiting diversity into your organization and support your workforce with training and development opportunities

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CALGARY, CANADA

Calgary's Employment Forums Go Face-to-Face

City of Calgary

Bringing the city's hiring managers face-to-face with immigrant job-seekers

Many immigrants who come to Canada want to work for municipalities because government jobs are held in high regard in their countries of origin, says Cheryl Goldsmith, Human Resources Advisor at the City of Calgary.

The challenge is to ensure those who are enthusiastically applying to work at the City are a good match for the jobs, she says.

To that end, Goldsmith and her colleagues partnered with the Immigrant Sector Council of Calgary to establish the Immigrant Employment Partnership Project. The project's mandate is to “promote employment for newcomers and other immigrant stakeholders in Calgary, and to educate these groups about the careers available with the City of Calgary,” says Goldsmith.

One-stop shop for skilled immigrants

The project has been an outstanding success. This is partly due to the emphasis on employment forums – a “one-stop

shop” for new Canadian professionals interested in a career with the City.

Typically, each forum features direct interaction with City of Calgary hiring managers. The forum begins with a general presentation on the recruitment process, followed by individual hiring managers presenting information on how their profession is practiced within the municipality. During these forums, the managers discuss what types of jobs are available, as well as what qualifications and qualities they're looking for.

Finally, the managers sit down one-on-one with the immigrants, who will get a chance to ask questions. “This is valued as one of the best parts of the forum,” says Goldsmith.

She cites the work of the Immigrant Sector Council of Calgary in helping to co-ordinate the agencies to work with the City at these forums. “We always make sure to keep a balanced focus on our partners in the immigrant employment and settlement sector.”



Employer forums on the horizon

In the past, the forums have focused on the immigrant professionals and immigrant employment counsellors. Looking ahead, the partnership hopes to also focus on employers.

An employer forum would share the model of the Immigrant Employment Partnership and highlight the importance of:

- Working as a partner: sharing the leadership and training responsibilities between the employer and the immigrant-serving agencies.
- Sharing expertise: gaining essential knowledge from immigrant-serving agencies about interviewing immigrants and analyzing their résumés.
- Being creative: participating in career fairs targeting immigrants and reducing barriers in electronic recruitment.

“Partnership is such a viable model because of the learning opportunities,” says Goldsmith. “Peer-to-peer and cross-sector learning have opened so many doors for the City as an employer. Our hiring processes have been greatly improved because of our partnerships.”

The upside to this multifaceted approach to immigrant recruitment has been an overall improvement in human resources services at the City of Calgary. The City now has International Qualifications Assessment Services guides available online, which allows both HR and hiring managers to quickly check international credentials.

“At present, there is a much higher internal awareness of how international credentials factor into the hiring process,” says Goldsmith. “Before this information was provided on our intranet, résumés with such credentials might have been screened out.” ■

Making It Work for You

- ➔ Educating immigrant employment agencies about your organization's labour needs and recruitment and screening processes allows them to put forward more appropriate and prepared candidates.
- ➔ Hosting a forum that brings together several immigrant serving agencies allows immigrants access to the agencies and the employer all at the same time.
- ➔ Posting links to international qualifications assessment and education guides on the organization's careers site allows both candidates and human resources to quickly check international credentials.

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"I have a vision for Auckland of making it the world's most liveable city, and our migrants are a vital part of that."

Mayor Len Brown
Auckland, New Zealand



CHAPTER 3

Welcoming Communities

Cities as Service Providers

It is in the capacity of every city in the world to provide a better welcome and contribute to immigrant success by creating the conditions for investment, attachment and belonging. In many respects, municipal governments are the nation's first responders when it comes to immigrant settlement and integration. As the major political body within the local community, they direct policy, deliver essential services and are uniquely positioned to act nimbly and implement initiatives that lead to quick and meaningful changes. Additionally, they have a unique capacity to influence public opinion and bring diverse interests together for the common good.

The following selection of innovative city practices showcases how city services are responding to the new urban mainstream and helping newcomers integrate, participate and chart a path towards citizenship: from employment, housing and settlement services; to education, health and community safety; to living together in city neighbourhoods, parks and playing fields.

TORONTO, CANADA

Mentoring Skilled Immigrants at City Hall

City of Toronto

City employees volunteer to mentor skilled immigrants on workplace and professional culture and employment success

When Maggie Chen, a PhD in economics, was settling in Canada, she was paired with mentor Susan Brown, Senior Policy Advisor at the City of Toronto as part of the municipality's Profession to Profession Mentoring Program. Accompanying Susan to office meetings helped Maggie learned about differences between Chinese and Canadian workplace culture.

"Taking initiative is a common expectation here," says Maggie. "Coming from a much more formal workplace culture, I learned that I had to adapt. Now I fully understand the different approach because my mentor gave me the opportunity to learn by doing."

Maggie's story is a common one. Without professional networks or contacts and often unfamiliar with the nuances of workplace culture, many new immigrants struggle to

find work that reflects their experience, skills and education. In the eyes of Canadian employers, job applicants with foreign credentials and work experience can look unfamiliar or untested and pose a potential hiring risk.

Leading by example

With 50% of Toronto's population made up of immigrants, labour market inclusion is vital to the prosperity of Canada's largest city. So talking to Torontonians about the importance of immigrants to the region's economy isn't enough for the City of Toronto – the organization is leading by example. "Taking a leadership position in furthering the employment of skilled immigrants is critical to Toronto's economic and social development," says Cheryl Borland, Workforce Transition & Employment Equity.

Each year, the City of Toronto invites members of the Toronto Public Service to volunteer as mentors to skilled immigrants through its Profession to Profession Mentoring program. The program matches city staff

with skilled immigrants in similar professions for a four-month mentoring experience that focuses on building professional networks, gaining information on their profession and workplace culture in Canada. By providing job search advice and support through mentoring, city staff help to ease newcomers' transition into the Canadian job market.

Senior management at the City of Toronto have championed the program and opened the



workplace to skilled immigrant mentees. Mentors volunteer on “company time” and are encouraged to invite their mentees to attend professional development sessions with them. The City hosts its own annual recognition event, as well as mentor networking sessions to further enhance the mentor and mentee experiences.

For former Toronto City Manager, Shirley Hoy: “The response to the mentoring program by City staff contributing to the community demonstrates the service, stewardship and commitment of the Toronto Public Service in action.”

Success

The City of Toronto developed its mentoring program with the Toronto Region Immigrant Employment Council (TRIEC) and its Mentoring Partnership, a collaboration of 12 community delivery organizations and 50 corporate partners. As of April 2012, the Mentoring Partnership has matched over 6,700 skilled immigrants with 4,660 Canadian mentors across the city.

As one of TRIEC’s original partners, the City of Toronto’s Profession to Profession Mentoring program began with 29 mentors representing just three professions: accounting, engineering and IT. Today the program has expanded to 16 professions across the organization, meaning more opportunities for skilled immigrants and more professional development opportunities for mentoring staff. In 2011, 165 city staff volunteered as mentors.

For Iqbal Ali, Toronto’s Director of Financial Management, Social Development, Finance & Administration, it’s simple: “It feels right to help people who have strong commitments, skills, education and competencies to find a suitable job to begin their lives in Canada.” ■

Making It Work for You

- Make sure there are champions for the program among senior management to encourage participation, and to ensure its success and sustainability.
- Mentoring provides valuable professional development for staff volunteers (mentors) as well as mentees.
- Building your mentoring program on a well-developed model or in collaboration with community partners reduces risk, promotes success and accelerates employment outcomes for skilled immigrants.

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WUPPERTAL, GERMANY

From Asylum to Employment: The Wuppertal Partizipation Network

Stadt Wuppertal

A multi-sector job readiness initiative that helps asylum seekers access the labour market

What happens when refugees and asylum seekers are denied access to employment as they await a change in their status? Stuck in a jobless limbo, many find themselves socially isolated and increasingly vulnerable as time goes by. Unemployment erodes their skills and denies them the work experience and confidence needed to enter the job market.

In the North Rhine-Westphalia city of Wuppertal, asylum seekers had lived in cramped transitional housing for years, without jobs, their young people stigmatized by limited educational qualifications. Then, in 2007, changes to the federal Asylum Seekers Benefits Act resulted in new opportunities for a population formerly denied access to both employment and training. Earning wages sufficient to be independent of social services became a mandatory requirement to qualify for residency and the right to stay in Germany.

Jobs and job readiness

The City of Wuppertal responded by introducing an intensive job readiness project to help asylum seekers find long-term employment. In 2008, the city established *Partizipation*, the Wuppertal Network for the promotion of labour market integration of “abode claimants and refugees.” (*Wuppertaler Netzwerk zur Förderung der arbeitsmarktlichen Integration von Bleibeberechtigten und Flüchtlingen*). Operated by the city’s Department of Immigration and Integration, the network was created specifically to help this local population seek either training or a job placement.

The Partizipation network is a multi-sector initiative led by the city of Wuppertal with local NGOs as operational partners. Its systematic, proactive approach includes door-to-door recruitment of clients (asylum seekers on the city lists) and cold-calling to identify potential employers and job placements. Community partners such as Diakonia Wuppertal, the Catholic Women’s Social Services (SKF), and GESA (Gefährdetenhilfe Wuppertal eV) provide focused job coaching, training courses, mentoring and help with resumes and job applications.



Their expertise also helps prioritize the needs of this client group, ensuring women are not left behind, for example, and motivating young people to participate.

Step by step approach

Once identified, trained social workers meet face-to-face with clients to assess their educational and professional qualifications, German skills, motivational readiness and ability to participate in employment. Together, they develop a work plan to guide the next steps in the job search. Signed by both parties, the work plan includes follow-up appointments every 4-6 weeks.

Essential to the success of the labour-market integration program is the scale of support offered to a client group marginalized by lack of opportunity. Appointments, reminders, counselling, guidance and support for the participants are as important as the interactions of project managers with employers and other stakeholders.

Success

Within six months, city social workers started receiving calls asking how to sign on. They also noticed a change in the attitudes of participants and their families as children saw their parents become first-time job seekers and job-holders.

Pilot project outcomes included 157 people finding work, including 78 full-time jobs. At the end of two years, most participants were also able to successfully extend their residence permits. The project has since been replicated in the neighbouring cities of Remscheid and Solingen.

Wuppertal's intensive intervention resulted in both improved integration and cost savings for government. Begun as a pilot project with funding from the German Ministry of Labour and Social Affairs (BMAS) and the European Social Fund, it's noteworthy that the Partizipation network succeeded during a time of financial crisis. In 2010, the pilot project was rewarded with three years of new funding and a mandate to expand its services as *Partizipation Plus* with new partner, Job Center Wuppertal. ■

Making It Work for You

- Work with community partners and rely on their organizational strengths to develop the project to its fullest.
- Be prepared to offer intensive hands-on coaching and counselling for marginalized populations. The extra time and resources will be repaid by your clients' success.
- Ask yourself the million dollar question: what is the cost of neglect? Can your city or organization afford to leave its neediest groups behind?

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NEW YORK, UNITED STATES

We Are New York: ESL for the Newest New Yorker

City of New York, Office of The Mayor

Providing access to public services for all new Yorkers through innovative television programming and neighbourhood conversation circles

A little girl reads haltingly from an English storybook before bedtime. Her mother sits beside her, helping her work out some of the more difficult words. Later, the mother retreats to the living room where her husband is watching a soccer game on television. She interrupts him to express her anxiety about an upcoming meeting with the teacher, flashing back to last year's parent-teacher conference which she sat through helplessly, unable to understand a word the teacher said.

For New York City's 1.8 million adults who need help with English, the storyline is all too familiar. And that's the point. This opening scene is the first in a nine-episode series broadcast twice-weekly on public television and available on the internet, called We Are New York (WANY). Created by the Mayor's Office of Adult Education in partnership with the City University of New

York in 2009, the goal of WANY is to take advantage of the reach and popularity of television to help adults practice English, while at the same time navigating essential public services, such as schools, banks and hospitals.

From television to real life

Each episode of WANY guides the language learner through challenging, but realistic situations, such as going to the doctor or opening a bank account, using everyday conversation spoken at a slower pace. Viewers can also download program scripts in six of the city's most commonly spoken languages.

WANY program developers have also established conversation groups across the city's five boroughs to help English language learners overcome the strangeness of a new language by meeting face-to-face with New Yorkers. The groups are led by city-trained volunteers and allow participants to discuss the television programs, including the problems characters face, and how they overcome



them. Newcomers can practice English words and phrases around issues that most concern them or share the ordinary events of daily life with their new neighbours and fellow residents.

Policy matters

The WANY project stems from a 2003 policy decision initiated by the Office of the Mayor to ensure all New Yorkers, including immigrants, can access the city services they need and are entitled to receive. About half of all New Yorkers speak a language other than English at home, and 25% of residents do not speak English as their primary language.

Recognizing that “for the 1.8 million New Yorkers with limited English proficiency, interacting with government all too often can be a challenge,” Mayor Michael R. Bloomberg issued three separate Language Access Executive Orders to establish better access to city services for non-English speakers.

Now all city agencies are mandated to provide services in Spanish, Russian, Chinese, Korean, Italian and French Creole; additionally, callers can access the 311 Customer Service Center in 170 languages. City agencies are also required to provide interpretation services, including telephone interpretation, oral or written translation services, and translation of essential public documents in the most commonly spoken languages.

Success

The popular We Are New York television series amplifies the city’s efforts to improve immigrant access to services. Since its launch, an estimated 4,000 New Yorkers have improved their English language skills while learning how to access essential city services. Nearly 13,000 students have watched the series in the classroom.

In 2010, WANY was recognized with two local NY Emmy Awards. The city continues to bring newcomers and New Yorkers together, recently celebrating the start of its 500th conversation circle. ■

Making It Work for You

- Understand the power of multimedia to reach audiences on a large scale through public access television and the internet.
- Include real-life community conversation groups on subjects that matter to people in their everyday lives, such as banking, health services and education.
- Harness the momentum of public policy decisions to create action-oriented programs and services that respond to community needs and raise the profile of city leadership.

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BARCELONA, SPAIN

Parc Central de Nou Barris

Ajuntament de Barcelona

Creating new spaces in old cities through investments in housing, transportation and good living

In Barcelona's Nou Barris district, an award-winning park on the former grounds of the Santa Creu Mental Institute transforms the feeling of isolation created by disjunctive streets and high-density housing to create a green community for one of the city's more diverse neighbourhoods.

From rural institution to urban zone

The former Santa Creu Mental Institute sits on a large centrally located property in what was once the rural outskirts of the city. An artifact of late 19th century modernism, it had become derelict with disuse by the 1950s. For the first wave of worker immigrants arriving from the south of Spain during this period, rural settlement provided inexpensive housing. As a result the area underwent sudden, disorderly and large-scale urban development over the next generation.

In the 1990s the site was formally taken over by the municipality of Barcelona to house administrative offices for the rapidly expanding city. At the same time, the district experienced a second wave of immigration of people, now from Romania, Ukraine, Ecuador, Pakistan and the Philippines, once again transforming the ethnic composition of the district.

Sprawling settlements

The rapid growth of high-density housing radically transformed the area. The site's original rural topography was now dominated by a disjunctive pattern of streets, and a chaotic mix of spatially unconnected high-rise and low-rise buildings. As well, over the years much of the area's public space had been exploited for parking - leaving little space for parks or green spaces that local residents could enjoy.

Also problematic was the sense of physical isolation experienced by residents.



Neighbourhood renewal

In 1997, Barcelona's city council embarked on a project to create a new urban plan for the Nou Barris district that would integrate both the sprawling character of the urban site and the social needs of the area's diverse population. The project included demolishing old buildings to create new public space, improving sections of the road system, and creating 1,750 new parking spaces, almost all of them subsurface. The Council also recognized in the old psychiatric hospital an ideal home for the district's new civic centre. Its size, position, historical significance and architectural quality made it the perfect site for what is today one of the biggest public libraries in Barcelona, as well as being home to the Municipal Council of the Nou Barris District and its Municipal Archive.

The Council plan also included designing an urban park that integrated the area spatially by linking new open spaces to older and derelict grounds.

Success

In 2007, the Parc Central de Nou Barris won the International Urban Landscape Award (IULA) for performing an important “integrative task in a rapidly expanding and multi-ethnic quarter of Barcelona.”

Today, the Parc Central Nou Barris is the second-largest urban park in Barcelona, and is fully embraced as a public commons, recreational facility and meeting place. It successfully tells a story of historical transformation, neighbourhood revitalization, social integration and good living in a multicultural urban society. ■

Making It Work for You

- Infrastructure support is an essential means to integrate diverse neighbourhoods and communities.
- Revitalizing historic properties and older community institutions provides anchors to the past and new spaces for community engagement.
- Find neglected or derelict urban spaces in your neighbourhood that can be reclaimed for public use and recreation.
- Economies of scale can be achieved when a building project serves many community stakeholders – and works to serve, to please and to delight.

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LEICESTER, UNITED KINGDOM

Everyday Policing for Equality

Leicestershire Constabulary Diversity Unit

Building equality and diversity into everyday policing

In 1993, Stephen Lawrence – a young black British teenager – was brutally murdered in a racist attack in London. The 1999 Macpherson report of the inquiry into his death found the police to be institutionally racist, and heavily criticized the police for its handling of the case. For local authorities across the country, the challenge of how to embed equality and diversity principles into community policing could no longer be ignored.

Leicestershire's Diversity Unit

The Leicestershire Constabulary Diversity Unit was established to coordinate existing programs and actively promote all aspects of diversity in the force as a strategy to improve community cohesion and protect minorities by reducing crime and anti-social behaviour.

Today Leicestershire Constabulary is widely recognized as a leader in the field of diversity and good community relations. It is at the forefront of recruiting officers and staff to reflect the diverse ethnic make-up of Leicester, Leicestershire and Rutland. Approximately 40% of Leicester's population has an ethnic minority background, and the city is projected to become Britain's first plural city, where no ethnic group will form a majority, within the next ten years.

The Leicestershire Constabulary Diversity Unit aims to provide an equitable workplace for all staff and is responsible for centrally coordinating the Unit's equalities activities. The Diversity Unit is further responsible for providing specialist advice and guidance on all issues of diversity and equality which includes age, disability, gender, race, religion or belief and sexual orientation. It also oversees the force's equality strategy, collecting and publishing comprehensive employment monitoring data to improve public accountability and analyse the impact of new policies more efficiently.



Increasing awareness of opportunities in the police force for members of minority groups is a key focus of the Diversity Unit. Recruitment events are held in community centres, mosques and through events organised by the police, such as the Khidmah sports event, as well as football and cricket matches organized by local groups. Officers are encouraged to attend local festivals, events and to contribute to local media and community radio stations. It's all part of a strategy to gain recognition and trust. It also helps generate a positive response to marketing campaigns aimed at increasing diversity in the force.

Ambassadors of diversity

The Unit has an Equality Supporters Scheme, where individual officers are trained in equality rights and act as ambassadors for diversity within the force. There are Equality Supporters in all departments and at a number of levels, and they provide support to other officers who feel they have been mistreated or harassed.

Another strategy which has proven very effective is the Emergency Interpreting Service. Leicestershire Police have a contract with a local organization to provide interpreters for non-English speakers going through the justice system. This service ensures that everyone understands their rights and receives equal treatment regardless of their background and language needs.

By embracing diversity and incorporating it into its organizational structures, decision-making processes and ways of communicating and managing, Leicestershire Constabulary is becoming a police force which better reflects and serves the interests of the diverse cultures and communities within which it operates. ■

Make it work for you

- Benchmarking and monitoring diversity helps organizations ensure their workforce reflects the communities they serve.
- Providing trusted interpreter services ensures that non-English speakers get a fair, efficient passage through the justice system.
- Training individual officers as diversity ambassadors throughout the organization makes the equality strategy a part of day-to-day life, not just a bureaucratic policy.

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NEWPORT NEWS, UNITED STATES

Police Take Community Outreach to City Hall

Newport News Police Department

Community policing transforms crime reduction into a city-wide commitment to quality service delivery and community trust

In the early 2000s, a group of Spanish-speaking police officers in Newport News, Virginia realized that the city's Hispanic population was changing. They came across newcomers who were surprised to learn they spoke Spanish and began to tell stories of the robberies and home invasions they were experiencing. Newport News Police recognized how vulnerable these people were and that their city was facing a potentially serious unreported crime problem.

First attempts

In 2003, Sergeant Xavier Falero and fellow Spanish-speaking street cops in Newport News launched the Hispanic Community Outreach Program.

The officers went out to Hispanic churches in the community to do their outreach, with police information

brochures translated into Spanish. Initial attempts failed. The few people who attended were wary, worried about a potential police raid. As well, many distrusted authorities based on experiences with police brutality in their homelands.

Success came when Sergeant Falero showed up wearing a polo shirt and a police services vehicle that looked like an ice cream truck. As many as 100 people showed up. Trust was beginning to build.

Police training

Many police officers had little understanding of the diversity within the Hispanic and Latino communities, which included native-born as well as newcomers from different countries. Language barriers worked both ways. Spanish-speaking officers sometimes needed interpreters because they could not understand dialects used within the community.

The department developed cultural awareness training and an eight-hour Spanish course for new recruits to learn key terms and phrases.



Building trust for the long term

Previously unreported crimes began to be tracked. Within the year, the crime rate began to drop as police efforts to educate the community on how to avoid becoming victims of crimes paid off.

However, by 2006, crime reporting began to fall again. Recognizing that the community was transient, Police realized a more sustained effort was needed to teach the latest newcomers that community police officers could be trusted. To broaden their outreach, officers began to play soccer games with local teams, and Sergeant Falero began regular radio appearances on Hispanic stations.

As Police began to consult regularly with local Hispanic leaders, they found themselves reporting back on other issues the community was facing, including difficulties accessing city services such as health care or housing.

The City Manager realized that most city agencies were unaware that there was a problem and recognized an important opportunity to improve city services.

Success

With the City Manager's support, the City-convened Hispanic Advisory Committee took a leadership role. They worked actively on new ideas to connect Spanish-speakers to all city departments and related agencies.

In 2010, the city was recognized as a gold winner by the National League of Cities' 2010 Awards for Municipal Excellence for its outreach efforts with the Hispanic community.

Sergeant Falero, who has led this transformative initiative from the beginning, says "I can't believe it started because a couple of street cops said, "this is not right." He credits the leadership of both the Newport News police chief and the City Manager for the success the city has experienced. ■

Making It Work for You

- ➔ Create an advisory committee from the community to broaden your ability to identify problems and come up with new solutions.
- ➔ Give the advisory committee room to develop their own ideas and strategic plans.
- ➔ If your first idea does not work, try again. And again.
- ➔ Challenge your assumptions. Are you developing outreach using your own belief systems? Will it apply to communities outside your sphere of work?

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AUCKLAND, NEW ZEALAND

Walking School Bus

Auckland Transport

A community-based transportation system promotes child health and safely while building community, one step at a time

A “Walking School Bus” is a group of children who walk to and from school together supervised by neighbourhood adults. Like a real bus, it “travels” at a set time and the children come out to join at stops situated close to where they live.

Unlike the diesel-powered yellow bus, however, Walking School Buses (WSBs) are also building relationships across age-groups, between families, connecting home and school, and creating supportive neighbourhood networks.

Travelling with friends and community

The Walking School Bus is run by adult volunteers (usually parents) who act as the “drivers” and “coordinators.” The program gives parents and children the opportunity to get involved in the local school and meet other parents. “It’s been a nice way to start to get to know our new community,” one parent explains. “Now I see other parents and have an opportunity to have a casual chat and find out about the small things that can help my children adjust better to their new school environment.”

Established in 1999, there are now over 300 “Walking School Bus” routes operating in neighbourhoods throughout the Auckland region. Each route is coordinated through the local school, with over 1,800 volunteers supporting the program city-wide. This means that more than 4,000 students use a Walking School Bus every day. Funding is available from the Auckland Regional Transport Authority (ARTA) to assist schools in establishing WSBs across the Auckland region.

Many benefit

Research from the University of Auckland has confirmed what participants in the Walking School Bus program have experienced first hand: that particularly for new immigrants, this initiative creates community cohesion, provides an opportunity to socialize with other parents and develop a relationship with the school. The research also showed that having this relationship between home, community and school results in better outcomes for

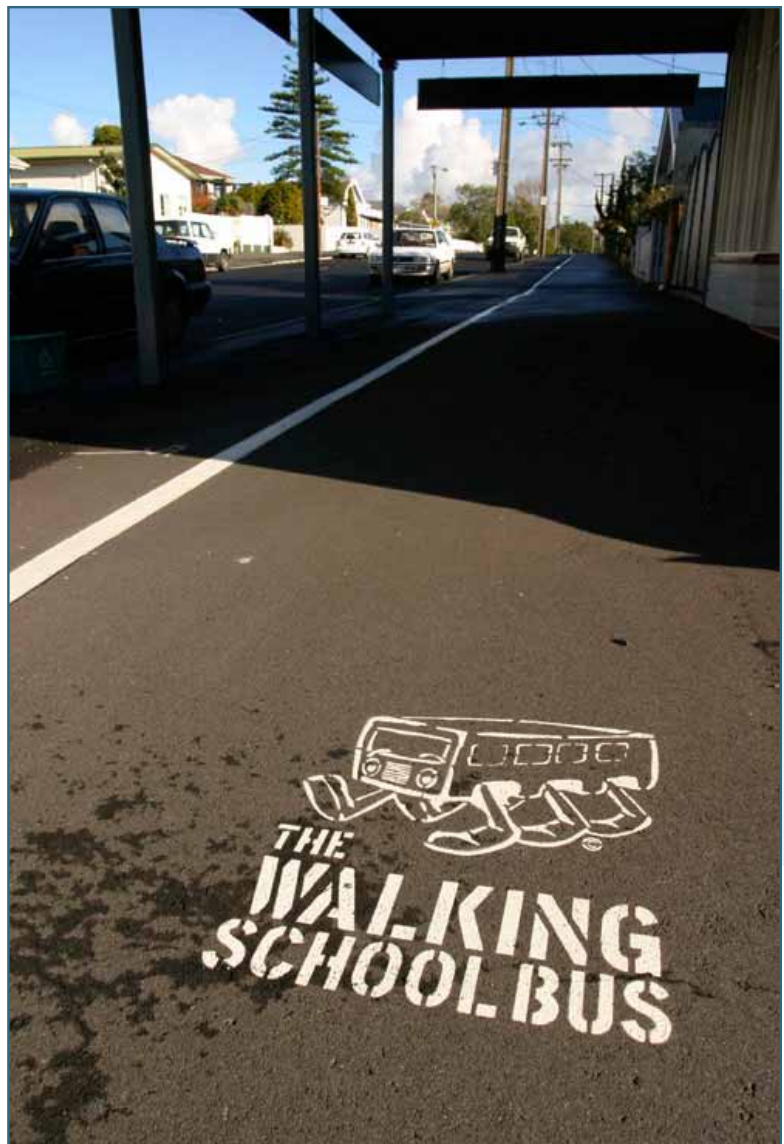


photo: © CC Mike G., Flickr.com

students – they tend to do better and as a result stay in formal schooling for longer.

An increase in the number of students walking has also meant a decrease in the traffic congestion and pollution on the school run. Not surprisingly the local transportation authority has also become an enthusiastic partner of the initiative.

Based on WSB's success, the New Zealand Transport Agency now provides a resource kit, designed as one-stop shop of resources for parents/caregivers, teachers, road safety coordinators, crossing guards and others who work in schools, such as sports and health agencies. The kit contains resources such as guidelines, brochures and posters, along with rewards for children such as stickers and certificates. (www.landtransport.govt.nz/travel/school/walking-school-buses/resource-kits.html)

Success

The Walking School Bus Guidelines developed in Christchurch won an ECCA Energy-Wise Award in 2001. (www.pinnaclesearch.co.nz/school/wsbguide.html)

Today, Auckland's "Walking School Bus" is travelling around the world. WSBs have been implemented in Waterloo (Canada) and the state of Victoria (Australia) and across the USA.

In 2007, the Harborview Medical Center in Seattle (USA) was nationally recognized by the 2007 Foster McGaw Prize for its work with ethnic communities, including its use of this program. Harborview, an academic hospital facility managed by the University of Washington, partnered with the Seattle Children's Hospital, the Seattle Public Schools and a pedestrian advocacy group, called Feet First, to develop a "Walking School Bus" program to encourage inner city kids to get to school, and get more exercise, safely. ■

Making It Work for You

- ➔ The success of the Walking School Bus Program is that it combines an everyday chore with the broader goal of increased community health and safety and community engagement for newcomers as well as long-term residents.
- ➔ Schools are community hubs. Find ways for newcomers in your community to volunteer their time and get involved with the school – it will help both the parents and the children feel more at home.
- ➔ Look for other ways to evaluate the impact of community initiatives; the Walking School Bus delivers home-to-school connection, social integration, community health and safety, environmental protection and traffic control.

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BILBAO, SPAIN

Women's Health in Women's Hands

Ayuntamiento de Bilbao

Promoting women's health in immigrant communities through "agents of empowerment"

How do you address immigrant women's health and safety in hard to reach marginalized or minority communities? In Bilbao, it was through "agents of empowerment," women trained to help each other within the comfort of their homes and without fear of discrimination or backlash.

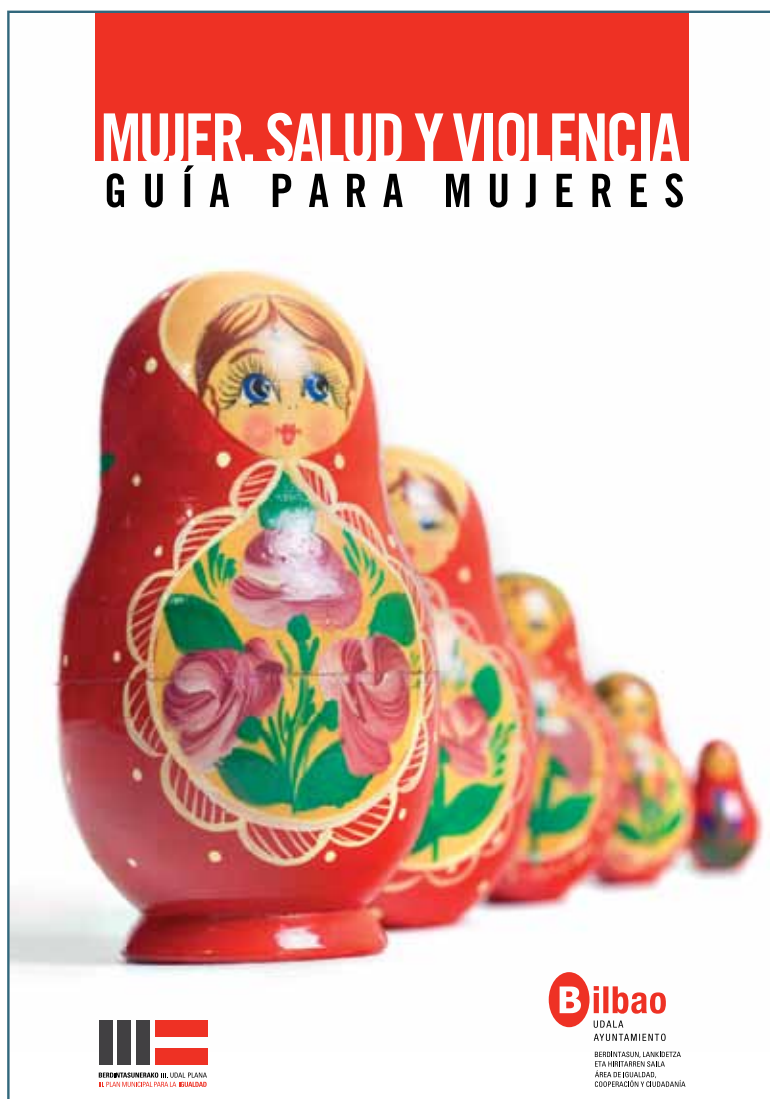
In 2008, the City of Bilbao was galvanized to action by the tragic death of a young woman following an abortion and evidence that this may not have been an isolated case. Research suggested that lack of information and access to services increased the vulnerability of marginalized and minority women on health-related issues. With an eye on the city's surging population and a high birthrate among its new migrants, the city chose to focus its new health promotion strategy on women.

Developed by Bilbao's Office of Equality, Cooperation and Citizenship, the award-winning *Programa Mujer, Salud y Violencia* promotes sexual and reproductive health among immigrant women, including prevention related to gender-based violence, and issues related to cultural and sexual identity. The program also aims to empower individual women to participate and become leaders in their own communities.

Brave New World

Bilbao is the largest city in the Basque region of northern Spain, and like many Spanish cities, immigration is increasingly critical to its future. Since 2000, Bilbao has maintained its population of around 354,000 thanks only to the constant supply of foreign nationals which has offset

the decline of the native population. Between 2000 and 2010, its percentage of migrants rose from 1% to 8.2% of the population, a demographic trend likely to continue towards the national average of 12%, or higher. Today, the majority of Bilbao's foreign-born inhabitants are from Latin America, with newer communities of Romanians, Chinese, Roma, North and sub-Saharan Africans.



Agents of empowerment

Engaging Bilbao's diverse communities was the city's first step. To deepen their understanding of the needs of immigrant women and for more effective outreach and dissemination, the program partnered with community organizations. They also wanted to promote the role of local institutions as a resource.

Secondly, women who had agreed to act as "agents of empowerment" received training, five women from each group. Health agents were selected for their leadership potential and ability to connect with other women in their communities. Their responsibilities included creating a safe space for conversation, encouraging intercultural exchange, and promoting the multiplier effect of discussions about gender violence and sexual health through community forums.

Success

In 2010, the program successfully trained 35 empowerment agents and, in 2011, 26 more women received the program's diplomas. To date, 465 immigrant women from 38 different nationalities have participated directly. The city has also distributed over 3,000 copies of a print and online resource, "Guidelines for Women," focused on sexual health among other topics. The guide was published in Romanian, Chinese, French, Arabic, Castilian and Euskera. 3,000 copies have been distributed.

Programa Mujer, Salud y Violencia was recognized by the Spanish Ministry of Labour and Immigration, as an example of a city council implementing local plans to raise awareness on equal treatment and non-discrimination (2010). The program was also recognized as a best practice by the European Network OPENCities (2011). ■

Making It Work for You

- Providing childcare at the workshops allows more women to participate and actively take part in the project.
- Use a participatory approach to gain a needs-based perspective and the best strategies for success within your target community or service area.
- Cultivate a safe and respectful environment to encourage participation and effective learning.
- Choose "agents" with leadership abilities who can attract others to join in and help share the message.

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AUCKLAND, NEW ZEALAND

Health Comes First

Northern DHB Support Agency (NDSA)

Opening new channels to better serve the primary health care needs of diverse communities

Myo, an immigrant from Burma, depends on her daughter to translate her questions and make sure she understands the doctor's instructions when she visits the clinic for her diabetes. But Mayo's daughter is not a professional, so even with her help, Mayo's health is at risk.

For a growing number of Auckland's residents, May's story is a familiar one. Yet, in a city with 37% diversity, the 4.1% non-English speaking population can be easily overlooked. Language proficiency is a well-known barrier to accessing and receiving primary health care. Communicating across cultural differences can also challenge non-English speaking newcomers when it comes to seeking services and conveying symptoms to practitioners.

Interpreting primary care

Here lies the value of the Primary Health Interpreting Service (PHIS) initiative, a free service for non-English

speaking clients and their health care providers. Launched in November 2008, as a signature project of the Auckland Regional Settlement Strategy (ARSS) Migrant Health Action Plan, PHIS is a cross-cutting government initiative for improving settlement outcomes while improving migrant health. Managed regionally by the Northern DHB Support Agency (NDSA), PHIS is delivered locally through the three Auckland region District Health Boards (DHBs): Waitemata, Auckland and Counties Manukau.

PHIS adapted an existing service model by adding telephone interpreting services and extending the service to primary care. The original model, Interpreting Service Providers (ISPs), was developed by DHB to provide face-to-face interpreting services in secondary care settings and proved so successful it quickly generated interest among primary care service providers.

PHIS is available five days a week to a wide range of primary health services, from general practice to pharmacy services, laboratory services, palliative care services, family planning and well child services. The PHI service offers:

- Telephone interpreting;
- On-site interpreting;
- Appointment Confirmation; and
- Telephone assignment (this service checks that clients are taking medications and following instructions for prescribed treatments).



photo: Waitemata District Health Board, Asian Health Support Service

Addressing commonly found issues

Although interpreting services in primary care is not new, research shows that these services are not well used by general practitioners (GPs). Common reasons cited are:

- GPs preferred to use family members as interpreters rather than professional interpreters as doctors' perceptions were that interpreted visits take longer;
- Practices were unaware that PHIS were available; and
- Where practices were aware of PHIS, reception staff attitudes to the use of interpreters was a critical factor in their use or non-use.

Determined to get it right, PHIS implementation is supported with rigorous and ongoing education and training of health care professionals, including the all important gatekeepers – frontline reception staff.

To promote institutional and attitudinal shift essential for systematic change, primary health service providers who register to use PHIS are encouraged to complete two online accredited training courses: Culture and Cultural Competency, and Working with Interpreters. The courses increase the cultural proficiency of primary health staff working with culturally and linguistically diverse clients and improve skills in utilising interpreters to get maximum benefit from the interpreted consultation.

Success

An evaluation of the Auckland DHB Refugee Health Collaborative conducted in 2012 showed a more than 50% increase in the use of interpreters over a two-year period (2010-2012). PHIS is part of continuing changes in Auckland's health care delivery system and a growing emphasis on primary care.

For patients like Myo, access to PHIS interpreters means a better prognosis for good health. ■

Making It Work for You

- The cultural and linguistic diversity in your service population requires a culturally proficient workforce.
- Use the lessons learned from existing projects and adapt field-tested service models to develop services customized to your target group's needs.
- Make sure that you have the right systems in place to make the interpreting service easy to use for staff, practitioners and patients, e.g. online booking systems and speaker phones in all clinical rooms.
- Staff training and ongoing development is essential and rewarding. Keep primary health service staff up to date with training, newsletters, and information packs.

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GREENWICH, UNITED KINGDOM

One Game, One Community

Royal Borough of Greenwich and Charlton Athletic Football Club

Using sport, art and new social media to build strong, active and inclusive communities

Half-time at Charlton Athletic Football Stadium and 26,000 fans are watching a film about diversity in the community of Greenwich, London. The film *One Game, One Community* is the brain-child of a group of young people from different cultural and ethnic backgrounds on a specially-funded film course. Film-making is just one of the activities that Charlton Athletic Race and Equality (CARE) Partnership offers.

The ground-breaking partnership between Greenwich Council and Charlton Athletic Football Club delivers a full program of courses and activities aimed at promoting social inclusion, tackling inequality and discrimination, and building community cohesion through sport, art and media.

Building bridges in the community

The CARE Partnership, the first collaboration between a UK local authority and a professional football club,

has been delivering its program since 1992, giving young people, particularly those from disadvantaged communities, the opportunity to interact with people from different backgrounds. Opportunities range from accredited sports coaching qualifications and film production to women's football and digital photography.

Sport has enormous potential for building bridges between communities, and team sport in particular can help develop social networks, forge friendships, and overcome differences by promoting mutual understanding. CARE's annual football tournament gives individuals the opportunity to form teams, regardless of their background, and brings together around 200 young people every year, from 17 national and ethnic groups.

Art and media can also facilitate contact and friendship between groups. CARE offers a variety of interactive courses in arts and drama, as well as multimedia and digital technology, which have proven to be a useful



platform for cross-cultural interaction. Participants produce a variety of drama productions, films and art exhibitions.

The CARE Partnership develops community interaction and dialogue by uniting people from different backgrounds and has proven invaluable to community engagement and inclusion. The project provides a platform for cross-cultural communication, which is essential for changing attitudes and values necessary to facilitate positive interaction; all this while helping young people gain confidence and develop practical skills and qualifications.

Success

In a challenging economic climate where efficient use of resources is essential, working collaboratively has become increasingly important for delivering services and activities. The CARE Partnership model has proven crucial to providing a flexible approach and delivering positive benefits for local communities. CARE is recognized as an example of “best practice” by the UK Commission on Integration and Cohesion and was also commended by the EU Agency for Fundamental Rights which stated: “CARE plays a crucial role in helping to tackle social exclusion... and build positive relationships between people from different backgrounds.”

An evaluation of CARE’s arts program, which works with 19 different ethnic groups, found that 78% of participants felt that they had a better understanding of people in their local community because of the program. Several participants also reported gaining confidence and having met people they would not normally meet.

A recent project, working with young people who were not in education, employment or training, resulted in 60% of participants gaining opportunities in one of these areas and was recognized as one of the “best performing programs” by the London Development Agency. ■

Making It Work for You

- Partnerships can give councils a cost-effective way to deliver innovative programs.
- The success of the CARE Partnership rests on uniting young people from different groups around universal interests: sport, art and media.
- Emphasizing common interests and shared goals promotes intercultural dialogue and focuses attention on peoples’ commonalities rather than differences.
- Combining community engagement with practical skill development produces supplementary benefits to community cohesion, and gives participants a practical motivation for participating.

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NUREMBERG, GERMANY

From the Cradle to the Classroom

Stadt Nürnberg, Lernen vor Ort Nürnberg

Preparing the next generation for future success is a major goal of Nuremberg's vision for the city.

More than half of children under six living in Nuremberg, Germany are immigrants. Yet a report conducted on behalf of the city's Integration council and its partners found that immigrant children are underrepresented in formal pre-school programs – such as daycare and nursery centres – that are designed for children three-years-old and under.

Preparing the next generation for future success is a major goal of Nuremberg's vision for the city. The City of Nuremberg is working to make early education more accessible to all of its residents. Kindergarten, the parents and the social environment are viewed as essential to success in formal education, and also as important socialization agents for these children. This has become a central topic of the national debate about education. In Nuremberg, education has also been declared a top priority. The city's goal is an inclusive approach to education that ensures the success of all its children.

Initially the campaign focused on youth; today lifelong learning is the goal. Activities include kindergartens, school-based activities, the recognition of foreign degrees and cultural newsletters. As part of this process, Nuremberg is undergoing close monitoring of formal education programs to determine how to increase the participation and quality of education available for the youngest residents. All institutions – not just those run by the city – are involved in a city-wide consultation on the subject. The city also broadened its strategic scope to include building relationships with parents and institutions that work with children.

Levelling the playing field

A number of measures are already being implemented to help level the playing field, and provide equal access to early education for all children, regardless of cultural background. A systematically designed series of seminars and parent training events has been welcomed by parents from both German-born and immigrant families. The training includes



information about programs to help children improve their learning skills as well as practical advice for parents to help them support the child's progress within the family. Some courses specifically address issues affecting immigrants, and many are offered in different languages. The city has also created a variety of information materials for parents, some of which are published in 16 different languages.

A good start in school is a key strategy of the “Bayerische Bildungs- und Erziehungsplan” (BEP), the 2005 education plan for the state of Bavaria. Research has shown that language acquisition and proficiency is a critical determinant of success at school. Recognizing the value of early intervention, including children entering pre-school, language programs were established to help level the playing field for all children seeking entry into the public education system. To identify those in need early, preschool children undergo language testing 18 months prior to entering primary schools. Children who may need more language support to be successful in the classroom can access up to 240 German lessons to help prepare them for school. Primary schools also offer remedial language classes for the youngest students, and individual tuition in the German language is available to those who need it from grade 3, when the curriculum starts preparing children for future testing.

Teachers require support too. Since December 2008, daycare institutions in Nuremberg have had access to a language consultant program instituted by the Bavarian State Ministry for Labour, Social Affairs, Family and Women. Language consultants support and advise school teams on how to improve their language teaching for the city's youngest children.

Success

Under the watchful eye and feedback loops of the city's monitoring systems, increasingly precise data help city officials and teaching staff tailor city's educational programs to the needs of Nuremberg students – not only those of the youngest children and the children of immigrants, but all children attending educational institutions in Nuremberg. ■

Making It Work for You

- ➔ Research the underlying factors that prevent full participation of certain immigration groups in public programs and institutions and seek early interventions to remedy exclusion.
- ➔ Form partnerships between politicians, teachers, and parents in establishing education goals and guidelines to ensure a wide support system is available to children and families as they navigate their way through the education system.
- ➔ Use public information sessions and provide materials to help parents support their children's success at school. Provide information in a number of languages.

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TORONTO, CANADA

Taking Teachers on Community and Faith Walks

Toronto District School Board

Inner-city teachers get to know the community by going outside the school

When the Toronto District School Board (TDSB) went looking for new strategies to promote responsive and relevant teaching practices among its educators, it discovered a winning formula on its own doorstep. Since 2008, TDSB's Community and Faith Walks have been bridging the gap between home, school and community by bringing teachers from Toronto's inner-city schools into the neighbourhoods and cultural communities of the students that share their classrooms.

The Toronto District School Board is the largest school board in Canada and one of the five largest in North America. With close to 600 schools, it serves approximately 260,000 elementary and secondary students in the regular day school system. The board has been recognized as one of the most diverse in the world, with over 80 languages represented.

Walking past the school yard

Before the teachers attend the walks, they participate in a framing session that supports the unpacking of biases. They also follow up with a debriefing session that facilitates sharing, consolidates learning and supports next steps. There are two kinds of walks in the program – community walks and faith walks.

Community Walks: Educators in Toronto's inner-city schools may not live within the school catchment area or be familiar with the diversity of lived

experiences of their students. Community walks help them see the beauty, challenges, and possibilities of each community as well as the resources available to families and students. They provide teachers with tools and first-hand experiences in creating curriculum and learning environments that are culturally responsive and locally relevant. Participants visit local community agencies, nearby parks, grocery stores, apartment buildings, daycares, and health centers.

Faith Walks: Faith can play a crucial role in a child's development and learning experience. Being aware of the religious diversity in their schools helps support practices that value this diversity. Participants of faith walks visit places of



worship such as mosques, temples, churches, and synagogues, and speak with religious leaders about supporting students of that faith in a pluralistic education system.

“Going on a community walk and debriefing with my colleagues brought about the understanding that there are limited spaces for students in the inner-city to play in a safe environment,” explains Bruce Currie, Model Schools for Inner Cities Teaching and Learning Coach. “So, we really need to make sure that we are supporting daily physical activity and allowing children an opportunity to demonstrate their learning through bodily-kinesthetic activities and not simply pencil and paper.”

Success

After going on a community or faith walk, many teachers change instructional practices to be more reflective of the students’ lived experiences. Administrators have questioned and revisited their school goals and budget decisions as a result of this experience. Parents have expressed increased trust in schools where educators participate in these events.

“I felt proud to see all these busy people coming to our home; I gave them a speech about how Bengali families run,” said Mr. Mujib, parent of a student at George Webster Elementary School.

The popularity of community and faith walks has increased steadily since 2008. In 2010-2012, administrators and teachers from 15 schools attended a “model” Community and Faith Walk and then replicated the model in their own schools. Currently, all staff members in the TDSB’s Model Schools for Inner Cities program, which serves schools in high priority neighbourhoods, are offered training on the process. ■

Making It Work for You

- Equality happens from the top down. Ensure commitment to equitable and inclusive practices at all levels of your organization.
- Look for the two-way dynamic in the learning experience. Students, parents, and community and religious leaders are experts in their own domains.
- Meet with community members, religious leaders and parents prior to neighbourhood walks or visits to cultural centres to ensure that all parties share common objectives.
- Allow enough time to frame the discussion as well as time to take questions and debrief.

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VALONGO, PORTUGAL

Do not Judge a Book by Its Cover

Câmara Municipal de Valongo

A living library uses life stories to engage young people and break down prejudice and stereotypes about diversity

Sometimes the best way to break down barriers and fight stereotypes is through a simple conversation. Through a unique travelling library program called the Living Library (Biblioteca Humana), students in Valongo, Portugal, have the opportunity to hear and exchange life stories with others in their communities. Organized to visit schools, the Library allows students to hear first-hand about the experiences of individuals from diverse backgrounds (the “books”) who have faced prejudice in their daily lives.

The Living Library is one of several programs in the municipality’s Value Difference project, a major initiative undertaken by the city to create a more open and welcoming culture in Valongo.

Valongo is a small city of 100,000 located in northwestern Portugal. Like many larger urban centres, Valongo’s city leaders recognized a need to address the growing diversity within its midst. The cross-cutting Value Difference project was developed by the city’s innovative social service agency, *Agência para a Vida Local*, which promotes human rights, equality and active inclusive citizenship. Project activities are delivered through the local settlement agency, the city’s Support Centre for the Integration of Immigrants.

Don’t judge a book by its cover

The Living Library program targets teenagers aged 14-18 and is delivered in cooperation with local schools where teachers prepare students for a lively conversation with the guest “books.” Modeled playfully on a regular school library, the class visits the library and reserves a “book” for a limited period of time. Of course, the books are real

people telling real stories, and it does not take long before living book and teenage “readers” are engaged in a dialogue. The books in the Living Library are volunteers representing diverse community groups, such as immigrants, who are often victims of discrimination or social exclusion. The “readers” are organized in small groups to respond to these life stories and talk about their own prejudices and stereotypes. The goal is to deconstruct stereotypes based on the slogan: “Don’t judge a book by its cover.”

Critical to the success of the Living Library is making sure that students have a safe space to ask challenging questions. Before the session, the class teacher discusses the goals of the project and together they prepare questions so the teenagers do not become blocked during the experience. The “readers” are split into four groups and



spend twenty minutes which each of four human book volunteers. A librarian is there as a facilitator. Examples of the stereotypes explored are: ethnicity, religion, sexual orientation, and disabilities. Finally, the activity is evaluated and teachers integrate it during classes.

Success

The Living Library program within the Value Difference project has been recognized for its efforts to address discrimination by breaking down stereotypes and promoting interculturality. What began as a project of three schools and 150 students has now spread to six schools, 450 students and engages five immigrant volunteers – an impressive record in this small city and new immigrant gateway. The Living Library has been recognized by the *Alto Comissariado para a Integração e Diálogo Intercultural* (the National Mechanism for Immigration and Intercultural Dialogue) as a best practice and is being replicated across Portugal, in cooperation with immigrant NGOs such as *Pontos nos Is* and *Amizade de Leste*.

The Value Difference project also received a national prize, *Melhores Práticas Autárquicas em integração de imigrantes 2010* (Best Practices in the Integration of Immigrants 2010), for work that included a three-day Interculturality Fair, an Immigrant Employment space, a job fair and a business expo – in addition to its Living Library. ■

Making It Work for You

- Effective programming is customized to the specific needs and interests of the target population.
- An authentic approach using life stories from local neighbourhoods can be more effective than a big campaign.
- When working with youth or vulnerable populations, it's important to create a safe space for engagement.

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MONTREAL, CANADA

Play It Fair!

Ville de Montréal and Equitas

Using a human rights approach to teach children about equality and respect for diversity

Can you teach children about diversity and human rights in a camp game? Take a look at the city parks of Montreal, and discover how the power of games can cultivate empathy, a sense of fair play, and social tolerance in children.

Play It Fair! is a play-based program that uses games to teach children to focus on their commonalities and not their differences. Its human-rights approach appeals to children's innate sense of fairness, teaching respect for difference while helping them develop positive and constructive responses to conflict.

Respecting difference

Developed by Equitas in collaboration with the City of Montreal, and designed for children between the ages of 6-12 years old, Play It Fair! is used at summer day camps and after-school activities in cities across Canada. Over 60 games and activities are available to promote the core human

rights values of cooperation, fairness, inclusion, respect for diversity, responsibility and acceptance.

According to Frédéric Hareau, Equitas' Senior Program Officer, name-calling, bullying and racism are all commonly encountered by children. Programs like Play It Fair! help prevent the development of such behaviours by reinforcing the importance of respect for one another.

Hareau explains: "The children become much more conscious of difference and sameness and the games reinforce underlying human rights values, which promote a more harmonious society where everyone is respected."

For example, in one borough of Montreal where the program was used, a decrease in physical aggression was reported among 6-12 year olds after a period of one year; the use of racial slurs and absenteeism also became less common among the children. City camp counsellors also report a decrease in verbal abuse, violence and intimidation and a marked improvement in team-spirit and participation.



Success

Since the launch of Play It Fair! in partnership with the City of Montreal, there are now nine municipalities, and 18 communities across Canada participating in the program, spanning from British Columbia to Newfoundland. Over 80,000 children in Canada take part in Play It Fair! programs and more than 5,000 staff who work with children have been trained using the Play it Fair! toolkit. Its games have been translated into Indonesian, Arabic, French and are being used in Haiti, Indonesia and the Middle East and North Africa (MENA) region.

The City of Toronto Department of Parks and Recreation and its After-School Recreation Care (ARC) programs (in partnership with Toronto Children Services) have introduced Play It Fair! into their programs in all of its 28 centers across the city. The program has reached over 5,000 children in Toronto's city camps.

The program is also winning admirers with Canada's First Nations community. Ma Mawi, a Winnipeg-based organization that works with First Nations families began using Play It Fair! in 2006.

"The program was easy to adapt" says Sande MacKinnon, a former youth program coordinator who still maintains an affiliation with Ma Mawi. "We stressed the similarities between human rights values and those of our own culture, and the children really liked that."

In May 2009, the success of the Play it Fair! program in Montreal won Equitas the Anne Greenup Prize at this year's Prix Québécois de la citoyenneté at the National Assembly in Quebec City.

In partnership with Canadian cities, Equitas has launched a new program called Speaking Rights, which is currently being piloted in Montreal, Vancouver, Victoria, and Winnipeg. Speaking Rights focuses on the active participation of 13-17 year old youth in discussing and exploring human rights issues, discrimination, and solving conflicts peacefully. ■

Making It Work for You

- Important lessons, such as learning about human rights, can be taught just as successfully with humour and playfulness.
- Think about how best to deliver your message to the audience you are addressing and be willing to modify your approach to achieve greater impact.
- When a range of activities is available to address program delivery needs, to match the activities you choose to the target audience served. Not all strategies will work with every target group.
- Like Canada's First Nations community at Ma Mawi in Winnipeg, you can incorporate cultural content into program materials to increase their power to communicate with your target audience; for example, the way Ma Mawi used the similarities between universal human rights and First Nations' values.

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WELLINGTON, NEW ZEALAND

New Migrant Marae Visits

Wellington Regional Settlement Strategy

An intercultural settlement strategy connects newcomers to their new home's indigenous people

Kia Ora. Welcome to Aotearoa New Zealand. For Pau Thang and his family, recent newcomers to Wellington from Burma (Myanmar), the traditional Kiwi welcome included a chance to connect with the culture and people of their new home at their local marae, or Māori meeting house.

“We are very happy about it, because it was the first time we had experienced the Māori culture, so we really enjoyed it”.

The Marae Welcome Program is offered through Wellington's newcomer services to people who have lived in New Zealand for less than five years and is a key strand of the broader Wellington Regional Settlement Strategy (WRSS). At the last New Zealand Census in 2006 about 23% of the Wellington region's residents were born overseas. Slightly more than one quarter of this group were recent arrivals.

Welcoming newcomers

The Marae Welcome Program connects newcomers to New Zealand's indigenous people and helps them understand the significance of Māori culture in New Zealand. Program activities include educational workshops on the Treaty of Waitangi (the founding document of New Zealand as a nation), Māori culture, its language, and history. Interpreters are on hand to bridge the language barrier among participants.

Programming offers practical as well as cultural insights. For example, an overview of kaitiakitanga (the Māori role

as guardians of the environment) shares Māori customs about caring for the land while informing newcomers about the country's fishing protocols.

Responding to changing times

“Aotearoa (New Zealand) is different today from what it was 10, 20, or 30 years ago,” reflects the Hon. Mahara Okeroa, a respected tribal leader and former Member of Parliament. “Today we are providing the welcome we should...I applaud the initiative.”

The New Migrant Marae Visits program is delivered through partnerships between local government and Māori Iwi in each of the five participating municipalities. Marae leaders worked with WRSS government advisors to ensure an optimal experience for newcomers and meaningful dialogue with the Māori people. Municipalities provide publicity and recruit participants through local settlement support coordinators working within each City Council.



Reaping the rewards

“Thank you for this great opportunity to learn more about the culture in my new country,” says newcomer Anika from the Netherlands.

Feedback from participants and their Māori hosts has been enthusiastic. Local Marae report that their experience has helped connect them with newcomer communities. Several Marae have even incorporated a new migrant welcoming component into their annual Waitangi Day activities, which commemorates the signing of the Treaty of Waitangi.

The partnership model has also strengthened connections between municipalities and local Marae and created a valuable context in which all parties can come together to discuss the impacts of migration and the changing demographics of local communities – sometimes with unintended consequences.

After participating in a newcomer welcome in Wellington City, a member of the Te Awe Māori Business Network reflected on the value of the international skills and connections of the newcomers in the room. As a result, the Te Awe Māori Business Network partnered with Wellington City Council to hold a Māori-Chinese Business Expo networking event. Success travels fast – a Business Expo with members of the Indian business community is now in development. ■

Making It Work For you

- ➔ Get the program off to a good start. Dedicated community development staff and targeted marketing strategies help ensure newcomers connect to the program.
- ➔ Involving all stakeholders in the program design fosters strong ownership. Give community stakeholders the flexibility to tailor the content and type of program offered to reflect local needs and perspectives.
- ➔ Part of relationship-building is continuing the dialogue. Marae and local government partnerships from across the region attend regional events to report on the program they co-developed, and share success stories with each other.

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VALLADOLID, SPAIN

Semana Intercultural: A Week of Sharing Ideas and Cultures

Ayuntamiento de Valladolid

A cultural festival raises awareness, strengthens intercultural co-existence and promotes civic engagement through a collaborative planning process

It may seem odd that a Spanish city would celebrate the bicentennial of the independence of Latin American countries from Spain, but in 2010, the city of Valladolid made it an integral part of its VIIth Semana Intercultural. Incorporating its colonial history into the celebrations of local immigrant groups from Argentina, Bolivia, Colombia, and Ecuador was another way the city's annual intercultural event goes beyond a festival of ethnic songs and dances.

The City of Valladolid takes pride in a cultural festival that unifies residents through shared traditions and common experiences. Since its establishment in 2004, the Semana Intercultural has become a major event on the city's cultural calendar. Each autumn, the public festival rolls out a week of activities aimed at raising awareness and strengthening intercultural co-existence. Playful and participatory, it is a well-coordinated effort involving many city departments, agencies and immigrant associations who come together to create rich programming that targets all segments of society.

Set a common course

Valladolid is a medium-sized city of 314, 936, located in the autonomous region of Castille and Leon in north central Spain. Like many Spanish cities, its immigrant population is small (6,35%), but growing. The city's Semana Intercultural was originally organized as part of Valladolid's first municipal plan for integration (2005-2008) to help "educate and sensitize the public about acceptance, appreciation and respect for cultural diversity."

In 2011, the VIIIth Semana Cultural rallied over 8,700 participants and was formally recognized as a permanent program of Valladolid's municipal Council and focal point for its work on civic participation and inclusion. Its greatest success has undoubtedly been to achieve the coordination and joint efforts of various associations of immigrants within the municipality as well as various departments and levels of government.

Now entering its ninth year, the city's practical cross-departmental approach ensures all pertinent departments work together, from Social and Family Welfare and the city's Immigrant Service Centre to Tourism and Commerce.

The city also collaborates with the local Municipal Council of Immigrants, a consultative body convened by the city with representatives from local immigrant associations, trade unions and non-profit organizations. Additional financial support comes from the Junta of Castille and Leon and the Government of Spain.

Playful and informative

Each year's Semana Cultural event contains key programming elements, such as a concert for youth, a festival of cultures and a day devoted to the



discussion of migration issues. In 2010, the theme was “set a common course” and included a children’s puppet show in schools, a performance by an Afro-pop band, and a community roundtable on the management of cultural diversity in the municipality.

But cultural offerings are not a one-way street. Introducing Valladolid’s own culture and history to newer residents of the city is as important as sharing good food or cheering at concerts. For example, a literary walking tour through city streets featured in the acclaimed recent novel, *The Heretic*, by Miguel Delibes, was aimed specifically at immigrants. The novel’s hero is a local boy during the historic Spanish Inquisition who challenges intolerance.

Success

Valladolid’s model of connecting culture with civic participation and social awareness has resulted in many accolades. The nearby town of Leon followed in Valladolid’s footsteps and has held its own Intercultural Week for the past five years, also in cooperation with local associations and organizations working with immigrants.

In 2010, Spain’s Ministry of Labour and Immigration recognized the initiative in a published compendium of successfully implemented local plans that raise awareness of issues of equality and non-discrimination. In 2012, the Spanish Federation of Municipalities and Provinces (FEMP) selected it as an “innovative practice.” ■

Making It Work for You

- Ensure a good mix of programming with activities for different groups such as children, youth, older people and the general public.
- Planning and producing the event in collaboration with local immigrant associations and community groups demonstrates the city’s commitment to inclusion.
- A horizontal, cross-departmental approach that includes all relevant bodies in the planning process ensures a successful and sustainable event by mainstreaming the agenda and reducing silos.

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FREMONT, UNITED STATES

Community Ambassadors for Seniors

City of Fremont

Reaching out to seniors in their own cultural and faith communities

Five days a week, seniors meet at the India Community Center in Fremont, California, to do yoga, have lunch or take part in a round table discussion on issues of the day. For these members – many of whom are immigrants – the community centre is an escape from the isolation that can affect seniors of all cultural and faith backgrounds.

It's also a first point of contact for seniors who often face challenges accessing essential social services. Recognizing the unique way in which cultural and faith communities can connect with residents, the city formally partnered with community organizations like the India Community Center to create the Community Ambassadors Program for Seniors (CAPS).

CAPS is a unique civic partnership between the City of Fremont's Human Services Department and ten local cultural and faith-based organizations, strengthening

connections between native- and foreign-born community members. CAPS integrates immigrants through a strength-based model that engages the full community and supports seniors in their own language, within their own cultural norms, and does so where seniors live, worship, and socialize. Ambassadors serve as a bridge between the formal network of social services and their respective faith and cultural communities.

Strength in community

Like many cities in America, Fremont has an aging and increasingly diverse population. Nearly half of the residents are foreign-born, including one-third of seniors in a population of 214,000. Fremont is also home to one of the country's largest group of Afghan refugees.

In 2004, Fremont's Human Services Department conducted a series of focus groups in nine languages to find out how best to reach the city's immigrant seniors, nearly one-third of which live below or close to the



photo: CAPS staff

poverty line. An invaluable resource emerged from these conversations: a new pool of volunteers. Many residents came forward to work as ambassadors within their respective communities. They embraced the opportunity to be useful and draw from their previous work experiences as professionals here or abroad.

Launched in 2007, CAPS includes a comprehensive volunteer ambassador training developed in conjunction with the City of Fremont, San Jose State University and the Stanford Geriatric Education centre. The course covers topics ranging from active listening to information on housing, legal and cash assistance and health issues.

CAPS ambassadors help seniors access essential services through people they know and trust, in their own communities and languages, and according to their own cultural norms. The city's Human Services Department has also ensured that city programs are adapted to meet the needs of the diverse communities they serve. The social security office, for example, now has a Punjabi-speaking professional to work with Fremont's large Sikh population.

Since 2007, 138 volunteer ambassadors from each of Fremont's distinct communities have completed a 40-hour training program designed to help them provide information and referral services to seniors and their families. Ambassadors also meet bi-monthly with the city's Aging and Family Services staff to review difficult cases, share best practices and receive ongoing training.

Success

CAPS ambassadors have conducted outreach to over 1,500 individuals and helped over 700 seniors receive individual support to access services. Outcomes include an increased level of trust among ambassadors and city staff, between ethnic leaders and local service providers, and between ambassadors from very diverse cultures and religious backgrounds. In 2010, the City of Fremont's Human Resources Department received the Network of Multicultural Aging Award from the American Society on Aging. ■

Making It Work for You

- Engage all stakeholders during community needs assessment, including business leaders, educators, politicians and community groups.
- Look for unexpected outcomes in your research and consultation process, such as Fremont's volunteer ambassadors.
- Take advantage of existing networks and services through partnerships with organizations that already work with seniors in their communities.
- Provide ongoing monitoring of programs by setting up regular meetings with representatives from different partner organizations.

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A vibrant street scene in Philadelphia. In the background, the ornate, grey stone City Hall stands prominently, with the modern, glass-clad Comcast Center rising behind it. The street is lined with historic buildings on the right, some featuring green awnings. Pedestrians are walking along the sidewalk, and lush green trees are visible on the left. The sky is clear and blue.

“Cities are beacons of hope for immigrants.
Immigrants have made important
contributions to our economic future.”

Mayor Michael Nutter
Philadelphia, United States

CHAPTER 4

Urban Prosperity

Cities as Engines of Economic Growth

Cities that aspire to a cosmopolitan reputation on the global stage need to build diversity into their winning formula. Along with efforts to sell their particular “brand” and to compete for investors, new industries or tourism, these cities are investing in welcoming strategies that can attract immigrant skills, talents and energies. City leadership is essential in helping the wider community to support the idea that a vibrant economic, social, and cultural base can generate the quality of life that international populations seek, and all residents enjoy.

From New York to Copenhagen, and Auckland to Montreal, mayors and city councillors are standing up to a national rhetoric that is often negative, asserting that immigrants are essential to the economic well-being and growth of their cities. For this powerful group of leaders, immigration and diversity are the key to innovation, wealth and the resilience and sustainability of 21st century cities in today’s global economy.

PHILADELPHIA, UNITED STATES

The Philadelphia Story: Economic Integration through Integrated Services

City of Philadelphia, Department of Commerce

Access to capital and business counselling promotes entrepreneurial success and helps revitalize city neighbourhoods

Kaita Lassina dreams of new car lifts for his eight-year-old auto repair shop and expanding his business. However, without formal credit history at the bank, it will be difficult to raise the money he needs.

Access to capital is a common challenge faced by immigrant entrepreneurs. While some business owners rely on informal lending circles for the financial stimulus they need, working outside the formal economy can also limit further growth.

The City of Philadelphia is working to bridge the divide between immigrant entrepreneurs and mainstream financial institutions. With a lending circle model familiar to many immigrant communities, the Rotating Savings and Credit

Association (ROSCA) helps microenterprises like BB Auto Repair become credit-worthy.

Re-vitalizing Philly neighbourhoods

Philadelphia's future depends on immigrants. Between 2000 and 2010, Philadelphia experienced 0.6% population growth, the first increase since 1950 and directly related to immigration. In 2010, over 20% of the population had a linguistic or ethnic minority background, up from 9% only a decade earlier. Traditional Italian and Irish sections of the city are now home to the city's largest Vietnamese, Cambodian, Mexican, Laotian, and Indonesian communities. Nowhere is this better represented than in the world of small business. Citywide, Philadelphia's commercial corridors display incredible diversity. Newcomers have invested in previously vacant parts of the city, bringing increased commercial activities with new entrepreneurs seeking to sustain and grow their businesses during an economic downturn.

The City of Philadelphia quickly recognized the role of immigrant entrepreneurs in revitalizing communities, providing goods and services to neighbourhood residents, and developing the local economy. To help immigrant entrepreneurs navigate the system, the Department of Commerce recruited multilingual and multicultural staff and implemented language services. However, technical assistance programs and language training were not the only issues standing in the way of immigrant business success. Immigrant entrepreneurs needed access to credit to grow their businesses and confidence that financial institutions could help them develop sustainable investment practices.



Lending circles

ROSCA was launched in 2010 when the city invited two of its community partners, micro-lenders FINANTA and Entrepreneur Works, to design and coordinate a lending circle program to help low-income business owners. ROSCA lending circles typically are made up of 14 entrepreneurs who receive a \$1,400 loan and must pay back \$100 per week during a 15-week period. Participants gain a credit history while developing professional networks and relationships with lenders (who report back to credit bureaus). Business counselling workshops help entrepreneurs improve their business processes as well as appreciate the importance of credit and ongoing investment in their businesses.

Success

The Department of Commerce offers its English for Entrepreneurs course to ROSCA graduates to help improve customer service and increase sales. Classes are given in Mandarin, French, Korean, and Spanish by delivery partners such as the Welcoming Centre for New Pennsylvanians and teach business owners the nuances of American English – e.g. not to be offended when a customer uses “Yo!” as a greeting. Topics include cross-cultural communication, as well as conflict resolution, safety and security.

Philadelphia’s combined programs to support entrepreneurs are revitalizing city neighbourhoods while making the city’s economic development efforts more inclusive and successful.

“By connecting the microloan process with credit building, this program contributes to the long-term viability of entrepreneurs, their businesses and the jobs they provide,” says Mayor Michael Nutter. ■

Making It Work for You

- Work with organizations that already have the expertise and relationships with the communities that need to be targeted.
- Locate services within immigrant neighbourhoods rather than City Hall.
- Providing access by language is not enough; add services that meet the needs of struggling entrepreneurs.

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VIENNA, AUSTRIA

Talking Business in Your Mother Tongue

Mingo Migrant Enterprises

One-stop shop for immigrant entrepreneurs offers business counselling in many languages

More local governments recognize the important impact of immigrant entrepreneurs on the economic vitality of their cities. Not only are such entrepreneurs creating businesses that supply the needs of their own communities, they also provide goods and services for everyone.

Over 30% of entrepreneurs in Vienna have a migrant background, which equates to approximately 16,000 businesses. Out of a population of 1.7 million, almost 30% of residents were born abroad and 44% have a migrant background.

Since 2007, the city of Vienna has acknowledged the importance of this group by creating a dedicated service stream within its business incubation agency (Wirtschaftsagentur Wien) to address the unique needs of immigrant entrepreneurs. Today, the Vienna's premiere start-up initiative is better known as Mingo, which stands for "move in and grow."

Let's talk business

The decision to include a stream only for migrant entrepreneurs in Mingo was the result of a 2007 study that showed that the "business-as-usual" kind of outreach had typically failed. Although Mingo offered services such as coaching, workshops and even office space to company founders, young entrepreneurs, newly self-employed and others, it had trouble attracting those with a migrant background.

In 2008 Mingo Migrant Enterprises (MME) was created to solve this problem. Its purpose was to support at least 300 entrepreneurs within three

years to improve their economic potential.

To break down barriers, MME started to offer its services not only in German, but also in a number of other languages common to migrants in Vienna.

Its motto? "Let's talk about your business. Ideally in your mother tongue."

The move was particularly savvy since the Vienna Business Agency already promoted the city as a hub for



international business, declaring that “Vienna’s economy speaks all languages.”

The services MME provides to migrant entrepreneurs resemble what is offered through Mingo itself, including coaching on issues such as financing and developing business plans. In addition, it offers intercultural classes to help immigrants understand Viennese business culture, networking events as well as personal consultations for entrepreneurs in a number of languages such as Turkish, English and Russian.

In 2011, MME expanded its services with free bilingual one-day workshops where the speaker addresses participants in both German and another language (English, Polish, Turkish, Bosnian-Croatian-Serbian). While the workshops are held in German, technical terms are explained in the mother tongue language. Participants are able to ask questions in either language and trainers can respond in either language too.

Success

Mingo was developed as a pilot project to run until 2010, but its success has led to the extension and continued growth of the project. At last count, almost 550 entrepreneurs have contacted MME for further information or support, about 150 people have received free coaching for business founders, and 35 immigrant entrepreneurs have participated in free finance coaching. Networking events have taken place within various migrant communities, including Turkish, Polish, Bulgarian, American, Chinese and other groups from the Balkans and Eastern Europe. ■

Making It Work for You

- Analyze what works and doesn’t work to reach your target audience.
- Language matters. Offer services that are aimed at the general population to target immigrant groups in their languages.
- Provide classes that explain your locality’s specific business, tax and governmental issues that are hard to understand for newcomers.

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MUNICH, GERMANY

Reaching out to Migrant Entrepreneurs in Munich

Landeshauptstadt München

Recognizing the contribution of immigrant entrepreneurs helps promote small business success and build a network of business leaders

The winners are from many backgrounds – Turkish, Hungarian, Tunisian, Russian, Kurdish and Iranian. Ilhan Alakara has run a travel agency for ten years. Sisters Besma and Ikram Cherif own a personnel management firm. Amir Roughani has a staff of 142 employees in his IT company.

Since 2010, the City of Munich has handed out the Phoenix Prize at an annual gala at City Hall, awarding €1,000 to each of three winners who exemplify “outstanding economic achievements and social responsibility efforts of migrant enterprises.” These exemplary individuals may be successful entrepreneurs. They may have hired or created opportunities for young trainees or apprentices from migrant backgrounds, supported diversity within their workforce or invested within the city. Their stories are part of Munich’s success story.

The Phoenix Prize is one of four components of the Migrant Entrepreneurs in Munich (MEM) program,

run by the city’s Department of Labour and Economic Development. It is part of the Munich Employment and Qualification Program (MBQ), through which the City of Munich pursues its primary labor market strategy. Currently sponsoring more than 110 projects and activities, the program seeks to improve the employment prospects of disadvantaged persons on Munich’s labour market. Migrant entrepreneurs belong to one of the key target groups.

Munich, the third largest city in Germany, takes its economic success seriously. This means recognizing the importance of migrant enterprises. In a city of 1.3 million, over 35 per cent of residents has a migration background. The city estimates that the over 12,000 migrant-run businesses has resulted in the employment of over 100,000 people from all sectors of life.

Four pillars

MEM describes the four pillars of its migrant entrepreneurship program: providing assistance, helping with qualifications, creating dialogue, and promoting recognition. Launched in 1999 to provide training for



established migrant entrepreneurs and their employees, the program has grown to include specialized services to help new and emerging entrepreneurs get started, develop business plans or help them assess their qualifications and needs for further training. The Business Dialogue Forum with Migrants offers support for business start-ups through counseling services with experts. Other offerings include a training course on how established entrepreneurs or business leaders can mentor young entrepreneurs and pass on the required knowledge and relevant skills needed to succeed in the labour market.

Outreach remains a critical part of MEM's ongoing success, including building a growing network of successful migrant organizations, businesses and leaders who are interested in helping foster migrant entrepreneurship in the city. The diversity of MEM's office staff provides ready access to a pool of foreign language skills and knowledge about informal communities and networks that helps them recruit new clients from districts with a high percentage of people with a migration background. Other recruitment strategies include monitoring advertisements in local ethnic media and maintaining a multilingual website in languages such as Turkish, Greek, Russian, Spanish, Arabic, Kurdish and Croatian.

Success

MEM is now considered Munich's information and counselling hub for business development in the city's migrant communities, helping small business operators and employers and future entrepreneurs to build bridges with mainstream institutions. With growing recognition for the Phoenix Prize, cities such as Nuremberg have expressed interest in replicating its success. MEM team members are increasingly in demand at local and international conferences and seminars to share good practices on migrant entrepreneurship. Funding for the program comes from the City, the European Social Fund and the European Union. ■

Making It Work for You

- ➔ Building a successful network means working one link at a time, ensuring that practical benefits and contributions travel in both directions
- ➔ Face to face contact with immigrant entrepreneurs is essential when building a program network. Consultation will help you assess what kind of support is needed while building trust and confidence to move the relationship forward.
- ➔ Start small with a focus on measurable outcomes and build on the success of existing programs to create a broader range of services.
- ➔ A city-wide prize shows commitment to the program's success, recognizes local heroes and builds support through media and network.

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THE HAGUE, NETHERLANDS

City Mondial: Looking Forward from the Past

City Mondial

Using a multicultural history to support local business development and tourism strategies

How a city presents itself to its residents and visitors is a good reflection of how it sees its past, present and future. It also provides a perspective that impacts local business development priorities and tourism strategy.

In addition to classic sites such as the Peace Palace (*Vredespaleis* in Dutch) and the Mauritshuis museum, visitors to The Hague can experience the contribution and culture of the over 123 nationalities and ethnic groups living within the city.

City Mondial is a multicultural tourist information centre that offers walking tours to introduce visitors (and residents) to Turkish mosques, Hindu temples and local multicultural markets located within The Hague. The walking tours also take in the diverse neighbourhoods of the city, such as the Schilderswijk, Transvaal and Stationsbuurt – where more than 80% of the population are of non-Dutch ethnic background.

City Mondial offers a variety of programs, including guided tours through Chinatown or through the Transvaal area to see the Indian goldsmith shops and visit the Ram Mandir Hindu temple. One of the most popular programs is a chef-led visit to the De Hagues Markt (the biggest market in Europe) to pick out the ingredients for special ethnic dishes to use later in a City Mondial organized cooking class.

A deliberate decision

City Mondial is part of The Hague's strategy to use the international character of the city to increase where and how tourism dollars are spent. Launched in 1996 by the city's Tourism Office to introduce tourists to the cultural riches offered by The Hague's multicultural neighbourhoods, today City Mondial works with local entrepreneurs and businesses to create opportunities for both residents and tourists to learn more about the different cultures that have settled in the city.



Impact

In addition to creating stronger ties between local government and the different ethnic communities, City Mondial has also brought significant new purchasing power into these areas.

Neighbourhoods featured as part of the City Mondial tour have received over 200,000 visitors a year and seen a 60% increase in the number of businesses in the area.

The City Mondial program has also encouraged The Hague residents to become more involved with their surroundings, promoting engagement and citizenship within the city by helping foster understanding and bonds between cultures.

Rabin Baldewsingh, former Deputy Mayor for Citizenship, explains: “This bond should form a bridge between residents with one another and residents with their neighbourhood and the local government.” ■

Making It Work for You

- ➔ Consider how your city or town could incorporate a more international and diverse angle to your tourism strategy and start to showcase all communities and cultures within the city – in addition to supporting the local businesses located in those areas.
- ➔ Tourism is not just for visitors! Consider programs and campaigns that encourage residents to explore their own city further.

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LONDON, UNITED KINGDOM

The World in a City: The Olympic Diversity and Inclusion Strategy

The London Organising Committee of the Olympic Games and Paralympic Games Ltd (LOCOG)

Ensuring Olympic Games for everyone through fair and accessible business

During the bid process for the 2012 Olympics, former London Mayor Ken Livingstone described London as “the world in one city.” London’s winning bid pitched the city’s multiculturalism and diversity as major strengths and promised to host the most accessible Games ever. Nelson Mandela, Nobel Laureate and former Prime Minister of South Africa, supported the bid by calling London “a wonderfully diverse and open city.”

To be ready for the Opening Ceremony, approximately 200,000 were employed by the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG). LOCOG’s mandate included working with the Greater London Authority to ensure the city stood by its commitments to diversity by making the process of getting involved fair and open to all Londoners. Hosting the Games required an inclusion strategy capable of working on a national scale.

The LOCOG diversity promise

The 2008 LOCOG Diversity and Inclusion Strategy emphasizes that diversity and inclusion must be “an intrinsic part of business life” to create a work culture where everyone feels welcome and respected. The LOCOG strategy incorporates these values into all aspects of its day-to-day business activities – from recruitment to communication, decision-making and procurement.

Critical to the LOCOG strategy is its Diversity and Inclusion Business Charter with its supplier promise: “We will be easy

to do business with; we will be transparent, and will actively promote diversity and inclusion to everyone we do business with.”

All LOCOG’s contracts, tenders and business opportunities were posted on CompeteFor, an online marketplace where any business can register. The transparency and accessibility of LOCOG’s procurement process opens up the supply-chain, improving access for small and minority-run businesses. Over 25% of London’s businesses are BME-owned (Black, Minority, Ethnic people).

LOCOG actively promotes diversity among its suppliers by encouraging them to advertise sub-contracts on CompeteFor as well as checking every potential contractor for an equal opportunities policy. Suppliers are also asked to complete the “Diversity Works for London” (DWFL) online assessment which measures diversity and inclusion performance (www.diversityworksforlondon.com). DWFL is a Mayoral program that encourages and supports businesses to realize the benefits of London’s diversity. A suite of business support products helps companies to



photo: London 2012

improve performance through the strategic management of diversity. LOCOG was an early adopter and the first organization to receive the Mayor's "Diversity Works for London" Gold Standard in 2009.

In recruitment, LOCOG Personal Best training program provides opportunities to groups which are under-represented in the workforce, assisting them into long-term, sustainable jobs. Between April and December 2010, 1,164 people received employment support from Personal Best of which 47% were from ethnic minority backgrounds.

Success and recognition

LOCOG's *Diversity and Inclusion Business Charter* has been described as "a bold and potentially groundbreaking attempt to tackle the issue of diversity in the supply chain" by the Commission for a Sustainable London. By 2011, over 134,000 UK businesses were registered on CompeteFor; 38,683 were London-based, like the Asian-owned RedLine Bus Company from Bedford that is supplying vehicles for the Games. Of these 17.7% were from ethnic minority communities, 20.3% run by women, 1.7% run by owners with a disability and 2% by LGBT people.

LOCOG staff are enthusiastic in their support. One human resources employee said, "London can be very proud that those behind the scenes are as culturally diverse as the local communities that make this city so fantastic."

LOCOG continues to work with partners in the UK government and the Rio 2016 Team to lead the sports sector in implementing inclusion policies, "going for gold," and a lasting legacy beyond 2012. ■

Making It Work for You

- When inclusion and diversity policies are grounded in the city's commercial realities, compliance by employers, suppliers and contractors is more likely to succeed.
- Inclusion and supplier diversity charters will be most effective when transparency and accountability are part of the implementation strategy.
- Goal-setting and performance indicators help mainstream inclusion by making diversity targets measurable and tangible. Recognize your diversity achievements by sharing your success with others.

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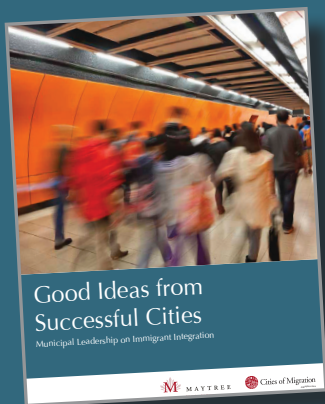
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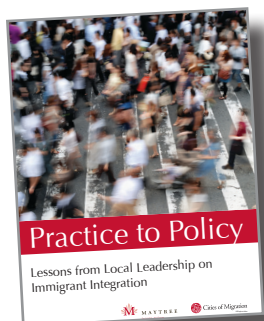
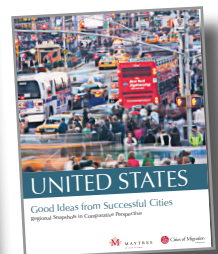
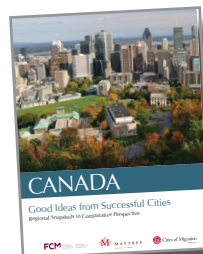
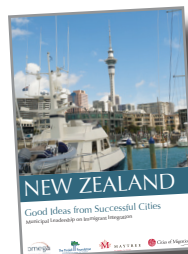
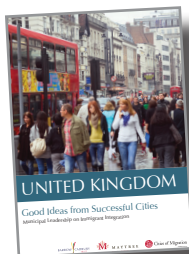
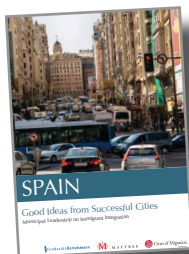
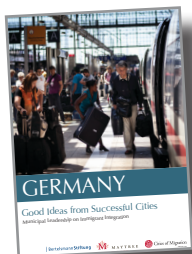
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In *Good Ideas from Successful Cities: Municipal Leadership in Immigrant Integration*, we share international good practices from cities across Canada, the United States, Europe and Australasia.



Country Snapshots: A series of companion reports offers an additional snapshot of innovation and good practice from cities in five countries.

Additionally, in *Practice to Policy: Lessons from Local Leadership on Immigrant Integration*, four international experts provide policy insights and recommendations for city leaders and their community partners.

www.citiesofmigration.org



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