



2010

Cities of Migration
The Hague, October 3-4.



An Opportunity Agenda for Cities

Marketplace Workbook

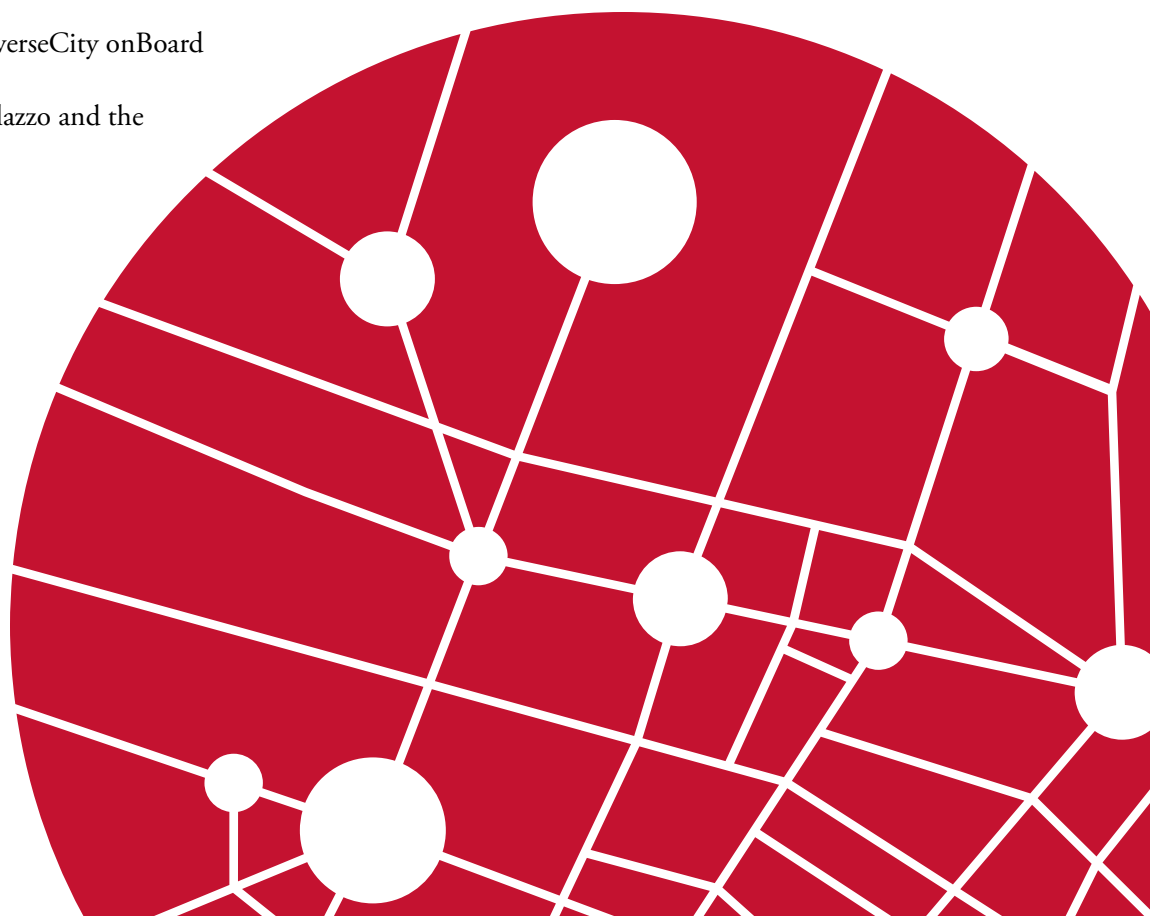


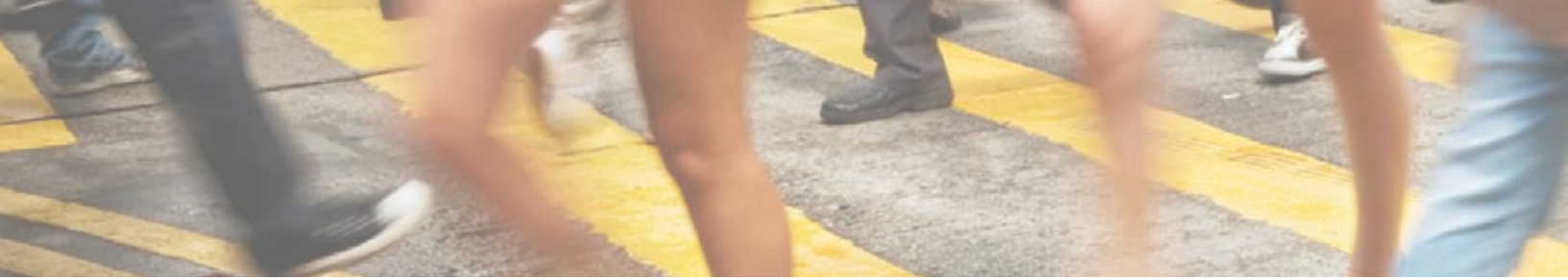
MAYTREE

For Leaders. For Change.

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WHAT IS THE MARKETPLACE?

Good Ideas are at the core of the Cities of Migration project. The Marketplace invites our audience to explore successful integration strategies and models of practice across the themes of Work, Live, Plan, Connect and Learn through a dynamic tour of integration practice from 12 cities.

HOW TO USE THIS WORKBOOK

- Each Good Idea in our Marketplace is summarised here in two pages. Each is followed by a contact for the project.
- These ideas are here because of their ease of portability. A few “Steps for Success” follow every Good Idea to make it applicable to your city, community or organisation.
- Take some notes at the back!
- Connect with the presenter
- Ask questions during the Q&A

Marketplace of Good Ideas: *Integration in Practice*

Cities of Migration looks to cities around the world for innovative strategies and successful models of integration practice that help newcomers and host communities come together to build prosperous, inclusive urban communities. Explore our showcase of Good Ideas in Integration in a whirlwind tour of integration practice from 12 cities.

Join project leaders and local practitioners for short presentations, handouts and answers to all your questions.

The Marketplace events are scheduled in three consecutive sessions to let you visit as many cities as possible. Choose 3 of the 6 paired sessions (for booth number and colour, see table). Time has also been allotted to a free walkabout.

Marketplace Schedule

For each session choose one from booth A, B, C, D, E, or F

- Session One: 10:40
- Session Two: 11:10
- Session Three: 11:40

Open Market: 12:10 – free time to wander the Marketplace!



Marketplace Booth	Presenters	Good Idea Project
A	Justin Treagus, Opportunities for Migrant Employment in Greater Auckland (OMEGA)	Skills for Auckland Mentoring Project (Auckland)
Auckland, Toronto & San Francisco LABOUR MARKET INTEGRATION	Elizabeth McIsaac, Toronto Region Immigrant Employment Council (TRIEC)	The Mentoring Partnership (Toronto)
	José Ramón Fernández-Peña, Welcome Back Initiative	Welcome Back Initiative (San Francisco)
B	Raheel Mohammed, The Young Foundation	The Maslaha Project (London)
London & Hannover INTERCULTURAL DIALOGUE	Ramazan Salman, Ethno-Medizinisches Zentrum (EMZ)	MIMI: With Migrants for Migrants: Intercultural Health in Germany (Hannover)
C	Vince Donovan, South Wales Police Service	Cardiff E.S.O.L. Police Project (Cardiff)
Cardiff & Madrid POLICING FOR COMMUNITY	David Martín Abánades, Policía de Fuenlabrada	Inclusive Community Policing (Madrid)
D	Hugo Seabra, Calouste Gulbenkian Foundation	The Generation Project: Community Partnerships for Youth (Amadora)
Amadora & Oldham YOUTH & IDENTITY	Raja Miah, Peacemaker	Peacemaker (Oldham)
E	Stefania Gavin, Città di Torino	Porta Palazzo and the Balon Flea Market (Turin)
Turin & Paris PLANNING FOR INCLUSION	Maelenn Le Capitaine, France terre d'asile	Key To France (Paris)
F	Julia Deans, Toronto City Summit Alliance	DiverseCity onBoard (Toronto)
Toronto & Duisburg CITIZEN PARTICIPATION	Marijo Terzic, Stadt Duisburg and Gudrun Alt	The Miracle of Marxloh (Duisburg)

BOOTH D

AMADORA, PORTUGAL

The Generation Project: Community Partnerships for Youth

Calouste Gulbenkian Foundation, Town Council Amadora,
Office of the High Commissioner for Immigration and Intercultural Dialogue



Cities of Migration

a good idea in integration

Creative communities meet the needs of youth with investments in human capital

The district of Casal da Boba is located in the Amadora municipality in the northwest region of Lisbon. Casal da Boba is made up of about 700 houses. Over 50 per cent of the population is between 10-24 years old and the majority of residents are of Cape Verdean origin.

High unemployment and crime rates in the area were adding up to an uncertain future for the community's youth. Public concern that these factors would only get worse over time brought local community leaders together

in a committed public and private partnership aimed at finding solutions that could break the cycle of poverty and exclusion being passed on to another generation

Projecto Geração was established in 2005 and aimed to tackle the negative impact of social exclusion on the children and youth of the district by engaging local partners – from business to the city to social and educational service agencies – to make real opportunities and new choices available to young people.

A partnership with the City of Amadora, the Calouste Gulbenkian Foundation and the ACIDI - High commissioner for Integration and Intercultural Dialogue helped to create an organisational partnership with actors and representatives from local government agencies for education, training, social care and health. The private sector was also heavily involved.

The project shifted the traditional roles and actions of public and private organisations. For instance, teams of facilitators working in tandem with social workers and community volunteers worked the streets speaking to groups of residents.

To achieve the primary goal a series of targeted programmes (based on age groups and specific barriers) were created. This included a *Youth Workshop* to combat truancy and school dropouts with study and education support, and *Get Over It*, a programme to provide supervision for children in trouble with the law. Other programmes included training facilitators to act as bridges between the neighbourhood and outside world. Six months after this programme was launched facilitators were supervising over 226 cases of high risk children.



PRESENTER:

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Visit Good Idea Profile at www.citiesofmigration.ca



Success

The success of the programme is evident from the numbers that they were able to involve from the community. Since 2005 over 1,000 children and young people have benefited from the project, and the project has been able to attract additional funding from the EU's EQUAL initiative.

More Good Ideas: Youth, Identity, Belonging

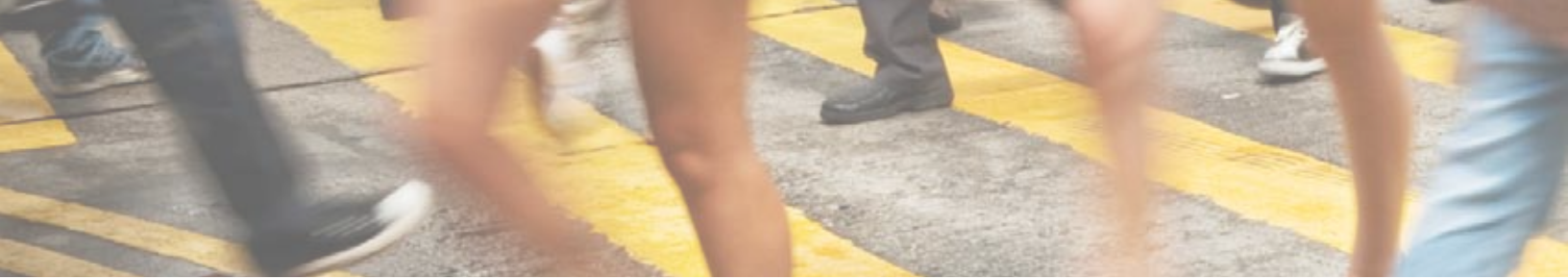
- **Chicago:** Youth on Stage: Real People, Real Stories, Real Community
- **Birmingham:** Meeting, Mediating and Mentoring: The Power of Peer Mentoring
- **Paris:** Narratives of Belonging
- **Toronto:** Diaspora Dialogues: Writing the New City
- **Boston:** MIRA: Media Advocacy With A Human Face

For more Good Ideas in Integration, see www.citiesofmigration.ca.

MAKING IT WORK FOR YOU:

- Multi-sector partnerships bring additional resources and fresh perspectives to investments in social change.
- Look for a wide platform of support from all potential stakeholders when planning community development projects.
- Look for alternative solutions to problems. Opportunities for skills and social development –from vocational training to recreational programmes– provide sustainable solutions and can be more effective than policing when dealing with problem youth.

Notes



BOOTH A

AUCKLAND, NEW ZEALAND



From Alpha to Omega: Innovating in the Workplace

OMEGA (Opportunities for Migrant Employment in Greater Auckland)

Importing a successful labour force integration model saves time and money

Too often new immigrants are unable to gain employment that is reflective of their education and professional backgrounds because they lack work experience in their host country.

In June 2007, the Committee for Auckland, an alliance of local city leaders, attended a learning exchange in Toronto (Canada) hosted by TRIEC, the Toronto Region Immigrant Employment Council. Founded in 2003, TRIEC is internationally recognized for its efforts to help skilled immigrants gain the cultural skills and networks they need to excel in the work force of their

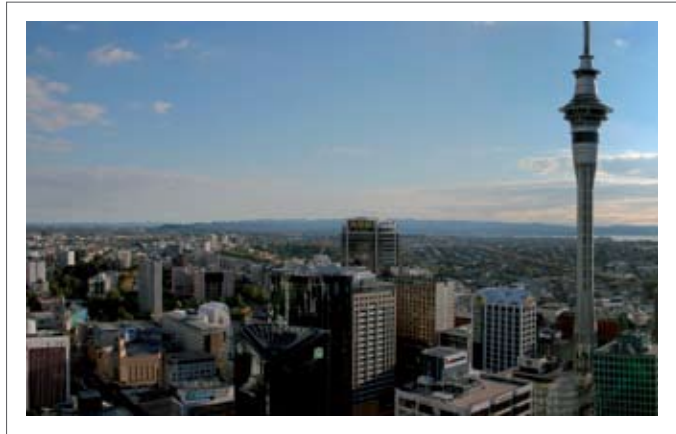
new country. TRIEC's occupation specific immigrant mentoring programme, The Mentoring Partnership, has had particularly impressive outcomes, with more than 85% of participants acquiring full time positions in their fields after their internships and making impressive gains in their earning potential (67% higher post-programme).

The Toronto city exchange led the Committee for Auckland's Future Auckland Leaders group to adapt the TRIEC experience for a pilot mentoring programme known as the "Skills for Auckland." Modelled after what they had seen in Toronto, the programme was targeted at skilled immigrants and included formal workshops as well as one-to-one guidance in the form of mentoring.

The success of "Skills for Auckland" resulted in the development of a scaled up version of the pilot project now known as OMEGA (Opportunities for Migrant Employment in Greater Auckland).

OMEGA was officially launched on March 5th 2008 with endorsements from over 30 of the region's top employers and civil leaders, all of whom are now involved with providing both business leadership and a voice to the issues of underemployment amongst new immigrants to New Zealand.

OMEGA's work was modeled on best practices from TRIEC but adapted to meet the local conditions and needs of Auckland's labour market. Like TRIEC, OMEGA helps skilled immigrants find paid internships and matches them with mentors in their professional fields. OMEGA helps interview and screen candidates. The host employers pay the intern's stipend.



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More Good Ideas: Labour Market Integration

- **Barcelona:** Innovation, Entrepreneurship and Immigrants
- **Bologna:** Better Business: Integrating the Chinese Business Community Into the Mainstream
- **New York:** Interviewing the Up and Coming at Upwardly Global
- **Montreal:** World On Your Doorstep: Short Term Mentoring Opens Doors To Employment
- **London:** The London Living Wage Campaign

For more Good Ideas in Integration, see www.citiesofmigration.ca.

MAKING IT WORK FOR YOU:

- Innovation is associated with success. When considering new approaches to labour force integration or other local economic development needs, look for established programmes that you can adapt locally, and then systematically overcome barriers to implementation.
- Go to the source for information about successful labour force integration models. Contact organisations and municipalities directly to learn more about their implementation strategies.
- Share your success with others - and in the process gain recognition, potential partnerships and opportunities for future collaboration.

Notes

BOOTH C

CARDIFF, WALES

Language from the Law: The Cardiff E.S.O.L. Police Project

Cardiff Police Force



Cities of Migration

a good idea in integration

Police build trust through language and skill training programmes delivered to new immigrants

In 2001, Cardiff became the first local authority in Wales to receive asylum seekers and received over 2,000 individuals and family members.

When Police Constable Vince Donovan was named the lead officer responsible for asylum seekers, he quickly noted that many of the newcomers had an inherent fear of the police as a result of their past experiences. He heard stories about asylum seekers having been beaten, robbed and even raped by the police in their home countries.



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Visit Good Idea Profile at www.citiesofmigration.ca

Looking for an opportunity to connect with this community, he approached Susan Morris, Cardiff English for Speakers of Other Languages (ESOL) services and together they developed a language course designed to provide asylum seekers with an understanding of their respective rights and responsibilities, while building a relationship of trust with them.

The Solution: Police ESOL

Police ESOL is a course that teaches English as it builds relationships between law enforcement officers and the new migrant community. It also focuses on providing students with practical knowledge about law and policing in the UK. Each session is intended to give students confidence in the police, an understanding of police services and their role in the community and an understanding of UK laws, while developing core written and spoken English skills.

Building a more direct relationship between the police and the asylum community also helps reduce the apprehension that prevents racial incidents or domestic violence from being reported even within host communities. For example, the practical focus of the lessons insured that the asylum seekers would know when and how to use the 999 emergency number as well as related medical and social services.

Success

Police ESOL provides new arrivals with useful cultural information, core language skills and actively looks to preempt potential community relationship problems. Popular with students, the course has been widely replicated. Women-only ESOL classes held in primary schools have been particularly appreciated.



Police ESOL also prompted the British Broadcasting Corporation (BBC), which is the largest broadcasting corporation in the world, to create a citizenship CD and establish the accompanying website www.citizenskills.org.uk to help ESOL learners and teachers to explore citizenship ideas.

More Good Ideas: Living in the City

- **Calgary:** Hockey Night In Canada - In Punjabi!
- **Copenhagen:** Integration in Action: Cycling Lessons for Better Social Inclusion
- **London:** Banking on Affordable Credit
- **Munich:** Buntkicktgut! Integration Through Sports
- **Rüsselsheim:** Older but not Overlooked: Creating Programs for Older Migrants

For more Good Ideas in Integration, see www.citiesofmigration.ca.

MAKING IT WORK FOR YOU:

- Involving a broad cross-section of community agencies to support the integration of newcomers contributes to intercultural learning, builds trust and encourages civic participation.
- Contact your local police force to see what community resources might be available to local schools and other neighbourhood organisations.

Notes

BOOTH F

DUISBURG, GERMANY

The Miracle of Marxloh: Living Together in the Intercultural City

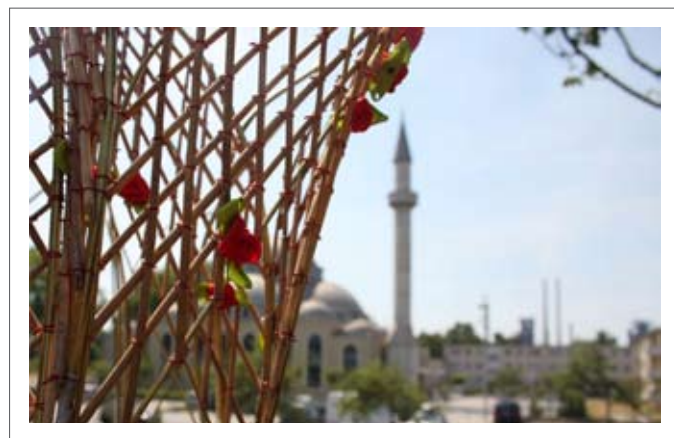


Cities of Migration

a good idea in integration

Participatory planning means social inclusion for all residents and cause for celebration for the community at large

On October 26, 2008, the biggest mosque in Germany was opened. In addition to its size, (the dome is 23 meters high and the interior can accommodate up to 1,200 worshippers), it includes a meeting centre for the whole district and is an unprecedented project in Germany. However, what distinguishes the new Marxloh mosque from other mosque construction projects in Germany is that there was virtually no protest in Duisburg against the construction of this religious building.



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Visit Good Idea Profile at www.citiesofmigration.ca

The ease with which the mosque in Marxloh was built is due to the collaborative way in which it was planned. Cynics suggest that everything passed off smoothly in Marxloh because the 34 metre minaret is only half as high as the spire of the Catholic church and the Islamic community decided from the start to do without the muezzin call.

No matter! More important is the simple fact that the people of Marxloh sat down and talked to each other. Zuelfiye Kaykin, head of the Turkish community centre, says that there was no divisive debate there because German politicians, church and community leaders were invited to advise on the project early on. This transparency seems to have been embedded in the design. The designers forestalled the criticism of those unfamiliar or suspicious of the undertaking by including plate-glass windows to make the mosque's inner workings more open and visible – a recommendation made in the consultation process by a local Catholic priest.

A place for learning and intercultural dialogue

The mosque's design includes a separate entrance from the prayer areas so that non-Muslims can enter and share this community space without discomfort. This entrance hall is designed as an open area for dialogue between the Muslim community and followers of different faiths. Conference and reading halls are available for both Muslims and non-Muslims.

German and Turkish classes are conducted at the mosque, and, ideally, Germans and Turks, Muslims and non-Muslims will congregate there. For this reason, the state of North Rhine-Westphalia and the European Union supported the cost of the 7 million euro construction



with 3.2 million for the meeting space. The balance of the building costs were being funded by donations. Indeed, some 600 companies help make up the mosque's community, representing a significant proportion of the employers in a well-integrated community of 496,000 inhabitants.

More Good Ideas: Citizen Participation

- **Dublin:** Did You Know You Can Vote? Cities and Democracy at Work
- **Kerpen:** Integration Workshops for Inclusive Cities
- **New Haven:** Urban Citizens: Elm City ID Inclusive Communities
- **Fort Wayne:** Gateway to Little Burma
- **Oslo:** Oslo Extra Large

For more Good Ideas in Integration, see www.citiesofmigration.ca.

MAKING IT WORK FOR YOU:

- New communities, like new ideas, may need effective communication, consultation and discussion with a wide cross-section of community leaders to gain acceptance in the mainstream.
- Participation and its public recognition is a fundamental component of a successful integration process.
- Tensions between ethnic groups can arise when opportunities for intercultural meeting and exchange are limited - what can your community do to create spaces and forums for dialogue and interaction?

Notes

BOOTH B

HANNOVER, GERMANY

MiMi – With Migrants, For Migrants: Intercultural Health in Germany

Ethno-Medizinisches Zentrum - EMZ



Promoting immigrant health by making migrants experts in their own causes

Ramazan Salman is the Executive Managing Director and co-founder of the Ethno-Medical Centre (Ethno-Medizinisches Zentrum - EMZ), the organisation that developed the “MiMi - With Migrants for Migrants” programme (Mit Migranten für Migranten - MiMi).

The award winning programme recruits, trains and supports individuals from within immigrant communities to become cultural mediators. The mediator’s role is to help both immigrant communities and health professionals

navigate new ways of dealing with different traditions of health and illness and the body.

This two way dynamic is one of the unique aspects of MiMi. The goal of the programme is to make the German health system more accessible to immigrants, to increase their health literacy and to empower immigrant communities by fostering channels for direct participation in the process.

The MiMi approach is based on the belief that migrants are experts in their own causes and that as a community, they have experiences and resources that need to be better leveraged. The programme identifies socially integrated immigrants as candidates for intercultural mediator training, and then recruits recent immigrants to participate in community health promotion sessions that are led by MiMi mediators from their own community.

Candidates for the mediator training are recruited locally from immigrant communities and then provided with over 50 hours of training. Once they are certified, these community health mediators can begin to plan and conduct information sessions. These sessions are tailored to be culturally sensitive for the particular cultural community and are held in their preferred language. The discussion ranges from understanding and navigating the German health system to community specific health issues, ranging from diabetes to pre-natal or maternal health.

The programme has particularly successful in engaging immigrant women and helping them assume leadership roles in their communities. The majority of MiMi’s intercultural mediators are women, and programme evaluations underline strong support for their participation.



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Success

Developed by the Ethno-Medical Centre, the MiMi programme was launched in 2003 in cooperation with BKK Bundesverband (Federal Association of Company Health Insurance Funds) as a pilot in four cities of the federal states of Lower Saxony and North Rhine-Westphalia. Today, it has expanded to 38 cities in Lower Saxony, Hessen, North-Rhine-Westphalia, Brandenburg, Baden-Württemberg, Rhineland-Palatinate, Bavaria, Hamburg, Bremen and Schleswig-Holstein.

More Good Ideas: Learning and Intercultural Dialogue

- **Montreal:** Play It Fair!
- **Toronto:** Integration Through Education: Toronto's Second Generation Makes the Grade
- **Zurich:** Putting Quality into Multi-Ethnic Schools (QUIMS)
- **The Hague:** City Mondial: Looking Forward from the Past
- **Berlin:** Dolls and Diversity: Fighting Prejudice with Empathy

For more Good Ideas in Integration, see www.citiesofmigration.ca.

MAKING IT WORK FOR YOU:

- Migrants are experts in their own causes; as a community, they have experiences and resources that can be leveraged to improve services and service delivery.
- Health promotion to ethno-cultural, linguistic and religious minorities requires intercultural training for all parties, from medical staff through to community members and leaders.
- Look for unanticipated outcomes and community impact: the focus of the MiMi programme is increased health literacy, but their community-based approach has also resulted in increased community leadership and participation, especially for immigrant women.

Notes

BOOTH B

LONDON, UNITED KINGDOM

Dealing With Diabetes: The Maslaha Project

Tower Hamlet Primary Trust & The Maslaha Project



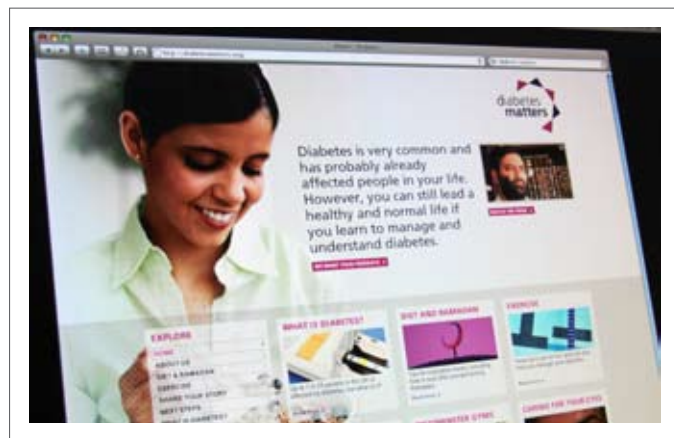
Cities of Migration

a good idea in integration

Promoting health to religious communities with culturally sensitive resources and tools

The Bangladeshi and Pakistani communities of London's East End have a disproportionately high level of diabetes. The Tower Hamlet Primary Trust (the local government authority) has developed a health promotion pilot that bridges cultural differences and promotes enhanced access to health care by leveraging traditional modes of religious guidance to prompt the preemptive management of diabetes among this group.

Maslaha which translates from Arabic as "for the common good" is built around an interactive website that asks "What is Diabetes?" under that larger call to action,



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Maslaha: Supporting Muslims Facing the Dilemmas of Everyday Life.

Along with clear explanations of what diabetes is and how to recognise it, the site offers information on women and men only exercise classes and diabetes clinics in the area.

The project also specifically addresses issues that might have previously been overlooked by the mainstream medical community but were, nevertheless, preventing members of the Muslim community from proactively taking the steps to manage their diabetes. For instance, specific advice on how to manage diabetes during the month of Ramadan (when Muslims traditionally fast).

The diabetes pilot is one of several strands developed at the Maslaha Project in partnership with The Young Foundation. The Maslaha project seeks to help Muslims deal with the challenges of living and integrating in western society. Maslaha finds creative ways to provide practical advice for Muslim communities and service providers.

It is hoped that Maslaha's health strand will also contribute towards providing a greater understanding among health care workers about how Islam can touch on all aspects of a Muslim patient's life and how they can use this knowledge to gain the confidence of their local Muslim community.



More Good Ideas: Learning and Intercultural Dialogue

- **Montreal:** Play It Fair!
- **Toronto:** Integration Through Education: Toronto's Second Generation Makes the Grade
- **Zurich:** Putting Quality into Multi-Ethnic Schools (QUIMS)
- **The Hague:** City Mondial: Looking Forward from the Past
- **Berlin:** Dolls and Diversity: Fighting Prejudice with Empathy

For more Good Ideas in Integration, see www.citiesofmigration.ca.

MAKING IT WORK FOR YOU:

- Access to health services are complex. Language barriers may mask larger issues such as adult literacy or privacy needs. Explore alternate communication channels such as video to cut across language and literacy barriers.
- When planning a public health campaign or any public service campaign, consider the special needs of your target audience and how those needs can be met by consulting with community leaders.
- Technology can provide an autonomous and safe space for some immigrants to learn about needed services.
- Find out what religious or cultural organisations in your community can help you develop culturally appropriate information resources to increase your audience uptake.

Notes

BOOTH C

MADRID, SPAIN

Reflecting the society, they protect

Policía de Fuenlabrada, Madrid, Spain



Cities of Migration

a good idea in integration

Creating confidence in community policing through consultation and local recruitment

The unique role that police play in society makes it especially important that they understand the needs and opinions of the community that they serve and protect.

Similarly, community trust and respect for the authorities make it easier and more effective for the police to do their job.

On the outskirts of Madrid, the Fuenlabrada police service is actively incorporating these principles into practical measures to increase social cohesion.



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Fuenlabrada is located just 20 km south of Madrid. Its population of 205,000 is young and reflective of the rapid demographic change in the area. Over 30.4% of the population is under 25 and over 16% of the population is made up of non-Spanish nationals. The largest groups of immigrants come from Morocco, Ecuador and Romania.

When the population of newcomers to the region more than tripled between 2000 and 2005, city leaders recognized that a positive environment for immigrant integration could reduce discrimination and increase respect for difference.

With the support of participating municipal delegations, the Madrid City Council launched a master Plan for Social and Intercultural Co-Existence. Today, the success of these measures has resulted in its renewal (from 2009-2012).

Their secret? Municipalities like Fuenlabrada welcomed the support of local community organizations and agencies, such as the police, to make the Plan a reality.

The police: the front lines of integration

The Fuenlabrada Police have long-recognized that public agencies should reflect the communities they serve. They have developed a proactive approach that works internally to increase diversity, and externally to build community relations.

Building on earlier initiatives to recruit women into community policing, the force now offers free training to minorities and the children of minorities who are interested in joining the Fuenlabrada Police services and who meet basic eligibility requirements. Internally, the force offers cultural awareness and diversity training to all its officers.



To help facilitate community relations, the Fuenlabrada Police provide information sessions on understanding Spanish law and legal process to help newcomers appreciate both their rights and obligations. To ensure that their approach would be both effective and meaningful, the Fuenlabrada Police also created a community forum convened with representation from rights organizations, religious groups and diverse communities.

This monthly consultative forum has helped the police establish and standardize community policing procedures that minimize discrimination and help build trust in the community. To broaden awareness of these efforts, the police have also made this information available in Romanian, Arabic, English and Spanish and launched

a larger public information campaign to help citizens understand their rights.

The Fuenlabrada Police are part of larger global initiative that includes the support of the Open Society Justice Initiative in the US, the Local Police of Girona, the Catalan police, the Police School of Catalonia and the Local Police Academy of the Community of Madrid. The UK Ministry of the Interior is also involved, as are the London Metropolitan Police, the Police in Leicester County, the National Police and police Academy of Hungary and the Ministry of Interior. In an effort to build direct relationships with groups, the Police have also reached out to religious leaders.

More Good Ideas: Living in the City

- **Calgary:** Hockey Night In Canada - In Punjabi!
- **Copenhagen:** Integration in Action : Cycling Lessons for Better Social Inclusion
- **London:** Banking on Affordable Credit
- **Munich:** Buntkicktgut! Integration Through Sports
- **Rüsselsheim:** Older but not Overlooked: Creating Programs for Older Migrants

For more Good Ideas in Integration, see www.citiesofmigration.ca.

MAKING IT WORK FOR YOU:

- Information sessions on understanding local law and legal process help newcomers appreciate both their rights and their obligations.
- Effective community awareness campaigns involve more than one agency, and are the result of wide community consultation. What has your organisation done to reach out to the various and diverse constituents of your community?
- Before launching a new program or service, test your ideas with a wide cross-section of community members to ensure your approach will be effective
- Building trust in local communities increases the effectiveness of local programs and services, and increased confidence and job satisfaction in the service provider.

Notes



BOOTH D

OLDHAM, UNITED KINGDOM

PeaceMaker: All People, All Communities

Peacemaker



Empowering youth to over come racial self-segregation in their own communities

By 1997, decades of self-segregation between the immigrant and non-immigrant communities in Oldham had created a social divide that was encroaching on the neighbourhood's peace and public spaces.

Deeply concerned by this depressing slide into segregation, a group of young Asian men took action by forming a small voluntary organisation with the simple objective of creating opportunities for young people to meet and befriend other people from different communities and ethnicities.



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Peaceful community contact

After the 2001 Oldham race riots, among the most severe ever seen in the UK, PeaceMaker's work took on an entirely new importance. They emerged as the voice of hope amidst the tensions that Oldham and the surrounding northern towns were experiencing.

Today, PeaceMaker is increasingly called upon by national government and regional and national policy makers for information about what Britain's diverse communities are saying about their lives and aspirations as British citizens.

Youth Focused and Youth Driven

By going directly to the communities for input, PeaceMaker has been able to create programmes that directly addressed their needs. This meant involving youth, their target audience, directly in program planning as well as in the organization's leadership. PeaceMaker prides itself on having real leadership by young people and has two permanent youth seats on their Board of Directors.

These young people work with trustees and senior members of staff to review the programmes for relevance and impact both in Oldham and as it relates to the interests and concerns of young people across the country. Generational perspectives help PeaceMaker identify gaps in service delivery and create new project ideas that can address the changing needs and concerns of young people in Oldham and across the North of England.



Success

PeaceMaker's unique ability to reflect an enlarged and hitherto ignored vision of Britishness has been invaluable, allowing PeaceMaker's young ambassadors to enter communities and engage in debate, not only within Black and Asian neighbourhoods, but also directly with some of the most demoralised and disenfranchised White communities.

Today Peacemaker's motto is "All people, all communities;" and their contributions to major consultative and policy documents is helping them realise the PeaceMaker vision as the "way forward for Britain."

More Good Ideas: Youth, Identity, Belonging

- **Chicago:** Youth on Stage: Real People, Real Stories, Real Community
- **Birmingham:** Meeting, Mediating and Mentoring: The Power of Peer Mentoring
- **Paris:** Narratives of Belonging
- **Toronto:** Diaspora Dialogues: Writing the New City
- **Boston:** MIRA: Media Advocacy With A Human Face

For more Good Ideas in Integration, see www.citiesofmigration.ca.

MAKING IT WORK FOR YOU:

- Community dynamics are unique and need to be addressed on a case-by-case basis
- Integration is a two-way dynamic that requires new and old communities to work and change together
- Youth leaders from within the community can help bridge the divide between groups and be powerful ambassadors of change

Notes



BOOTH E

PARIS, FRANCE



The Key To France: Not All Roads Lead to Paris Helping newcomers settle beyond urban centers

France terre d’asile

Guided by housing and employment opportunities, refugees discover new destinations across the nation’s urban landscape

Immigrants and refugees naturally tend to concentrate in large urban centres where they may already have family, contacts or community networks and where job opportunities, housing and related resources may seem plentiful.

For example, more than 40% of all French immigrants live in the Paris metropolitan area, including 180,000 asylum seekers and refugees who have been granted humanitarian protection. This makes Paris home to 41% of all asylum seekers and 51% of all refugees living in France. This

disproportionate settlement pattern is exacerbated by the concentration of most immigrants in the outer margins, or *banlieu*, of the city.

The result? High population density makes it more difficult to find housing and employment, and compounds the most difficult challenge to settlement, social exclusion. Equally important, this settlement pattern also limits the ability of the host community to benefit from the skills and talents of the newcomer.

The goal of the Key to France project is to address this imbalance. By providing assistance to help immigrants settle in urban centres where there are skills shortages and more accessible housing, this national initiative improves chances for immigrant success. That success is shared by smaller cities such as Chaumont, Melun and Saint Denis, that have declining working age populations and are in need of the skills and vitality that immigrants can provide.



Success

The “Key to France” project was launched in 2004 by France terre d’asile, a non-governmental organisation advocating the rights of migrants since 1971. Today, there are 31 centres around the country providing accommodation and counselling for asylum seekers and helping them to find the regions and new homes where their skills are most needed.

Unique to the Key to France project is the holistic approach that they take to settlement.

The programme starts with the development of individual mobility plan for each participant based on an interview

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and assessment of their needs and skills. Next, participants learn more about the regions where their skills are needed. With a potential match, candidates then receive contacts for employment and housing opportunities; some participants may also be directed to professional training to further their career prospects.

Since the process of relocation takes 4 -5 months on average, terre d'aisle also provides financial assistance to help participants with their move. Post arrival, staff will

check on the newcomer's adjustment to their new homes and communities.

To date, more than 500 newcomers have completed their mobility plan, packed their bags and begun new lives in the smaller cities and urban regions that are becoming new gateways for immigrants and refugees throughout France.

More Good Ideas: Planning for Inclusion

- **Boston:** From Boston's Back Streets to Mainstream Success
- **Chicago:** Muslims and Mortgages: Home Ownership Through Flexible Financing
- **Gütersloh:** A Community Roadmap: the Wegweiser Kommune
- **Stuttgart:** The Stuttgart Pact For Integration: the Power of Planning
- **London:** Banking on Success: Diversity at Lloyds TSB

For more Good Ideas in Integration, see www.citiesofmigration.ca.

MAKING IT WORK FOR YOU:

- Settlement does not happen in a vacuum. Employment outcomes are strongest when skills and opportunities are balanced by affordable housing and access to institutions and community services
- Preparing clients for change also prepares them for success. Are there other kinds of information or services that you can share to prepare your clients for change?
- Like settlement, success in the workplace also benefits from the successful social integration of the individual and his/her family to new homes and neighbourhoods. As an employer, what can you do to facilitate this process?

Notes

SAN FRANCISCO, UNITED STATES



Cities of Migration

a good idea in integration

The Welcome Back Initiative

Training and support to link culturally diverse health care professionals to employment and healthier communities.

In 2004, Dr. Louis Sullivan, former U.S. Secretary of Health and Human Services, tabled a report which ominously concluded:

“The lack of minority health professionals in America is compounding the nation’s persistent racial and ethnic health disparities.”

The services and treatment that health care professionals provide are based on their skill and ability to interpret and diagnose the needs of their patients. In newcomer and diverse communities, this often means navigating

linguistic and cultural barriers that can reduce effective communication and limit health literacy. A startling example comes from the state of California, where the Latino population comprises 31% of the total population but represents only 4% of nurses and 4% of physicians throughout the state.

Enter the Welcome Back Initiative, a project started in San Francisco and is helping internationally trained health professionals use their skills while addressing these essential health gaps in community health care.

Welcome Back

Welcome Back Centers offer assistance to internationally trained health professionals. Orientation services, in-depth educational case management and vocational support are among the services provided and are all designed to help these professionals navigate complicated licensure and certification systems so that their professional skills can be put to use in the job market in an appropriate and productive way.

“We see our work as building a bridge between untapped resources and unmet needs” says the programme’s founder, Dr. José Ramón Fernández-Peña.

Welcome Back Center services are all free, offered in multiple languages (e.g. English, Spanish, Cantonese, Mandarin, and Russian) and available to all foreign trained health professionals living in the Center’s service area. Staff at the Welcome Back Centers offer individually tailored support to their participants, including an in-depth appointment with an educational case manager to review professional and educational experience and guidance about licensing requirements and credential validation, as well as referrals to English language courses, as required.



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Success

Success travels well. The Welcome Back Center model has been replicated in nine US cities in eight states including California, Massachusetts, Rhode Island, Maryland, Washington, Texas, New York, and Colorado. Over 10,500 health care professionals have been served through the Welcome Back Initiative and thousands are in the process of obtaining the licenses and certificates necessary to share their skills and experience with their local communities.

The Welcome Back Initiative made this replication easy by developing materials that allow other jurisdictions to duplicate their success. And to advance systematic change, the Welcome Back Initiative is now also working with policymakers and other partners to reduce the structural barriers that prevent internationally trained health professionals from practicing in the United States.

More Good Ideas: Labour Market Integration

- **Barcelona:** Innovation, Entrepreneurship and Immigrants
- **Bologna:** Better Business: Integrating the Chinese Business Community Into the Mainstream
- **New York:** Interviewing the Up and Coming at Upwardly Global
- **Montreal:** World On Your Doorstep: Short Term Mentoring Opens Doors To Employment
- **London:** The London Living Wage Campaign

For more Good Ideas in Integration, see www.citiesofmigration.ca.

MAKING IT WORK FOR YOU:

- Do the due diligence! Understand the licensing processes for each profession and document the need for a multicultural/multilingual workforce
- Identify educational partners as well as employer partners
- Use successful outcomes and lessons learned to create a supportive policy environment

Notes

TORONTO, CANADA

Building Professional Networks: The Mentoring Partnership

TRIEC (Toronto Region Immigrant Employment Council)



Connecting skilled immigrants to professional networks for greater occupational, economic and social capital

Without professional networks and often unfamiliar with the nuances of the work culture, many new immigrants struggle to find work that reflects their past experiences and education.

The Mentoring Partnership (TMP) is a collaboration of community organisations and corporate partners that brings together skilled immigrants and established professionals in occupation-specific mentoring relationships.



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These relationships achieve impressive results. For instance, based on an evaluation survey completed at the end of 2007, nearly 85 per cent of participants who completed the programme were employed in their field of choice. Their average annual income was 67 per cent higher than before entering the programme and unemployment within this group had decreased by 78 per cent.

The Mentoring Partnership is a project of the Toronto Region Immigrant Employment Council (TRIEC), an organisation that is working to remove the barriers that immigrants face when entering the labour market while helping employers benefit from the talents and skills that immigrants bring with them. The mentor-mentee relationship is the first link in the development of a professional network that opens doors and changes perceptions about the value of skilled immigrant job applicants.

Mentors help new immigrants navigate through the job search process by sharing their knowledge and professional experience. The mentor helps write a Canadian resume, prepares his/her mentee for an interview and provides insights into the Canadian workplace and work culture. However, the most important aspect of the mentoring partnership is sharing professional networks.

Success Travels

By 2007, TRIEC's success with The Mentoring Partnership and related programmes was being replicated in other cities ready to take action on immigrant employment solutions. Today ALLIES is a new national multi-stakeholder initiative for cities across Canada, established with funding from the federal government that assists local leaders with immigrant employment strategies based on the TRIEC



model. In 2007, the Mentoring Partnership was also honoured with the Canadian Urban Institute “Urban Leadership Award for City Initiatives.”

In 2007, a delegation from New Zealand’s Committee for Auckland New Zealand travelled to Toronto to learn more about the TRIEC model and its Mentoring Partnership. In March 2008, this group launched OMEGA (Opportunities for Migrant Employment in Greater Auckland) adapted

from the TRIEC model in the hopes of replicating the Toronto experience with equal success in New Zealand. (See Auckland Story)

More Good Ideas: Labour Market Integration

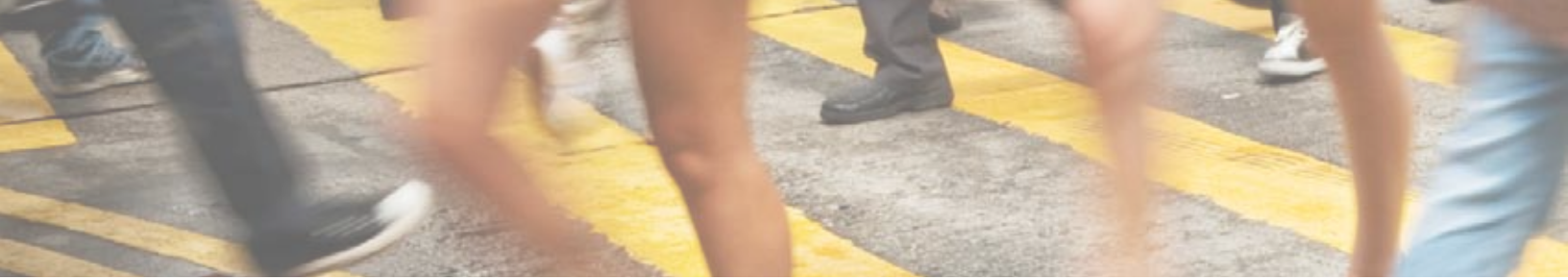
- **Barcelona:** Innovation, Entrepreneurship and Immigrants
- **Bologna:** Better Business: Integrating the Chinese Business Community Into the Mainstream
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- **London:** The London Living Wage Campaign

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MAKING IT WORK FOR YOU:

- Hiring immigrants is not a social justice issue - make the business case for employing immigrants. Immigrants bring international skills, experience and the knowledge needed for economic growth and prosperity.
- Is there a way that you or your organisation can help bring skilled immigrants or other marginalised groups together with established professionals? For instance with a networking day or a community partnership?
- Mentoring others provides employees with professional development opportunities. Find out whether mentoring programmes exist in your organisation and, if not, what you could do to start one.

Notes



BOOTH F

TORONTO, CANADA



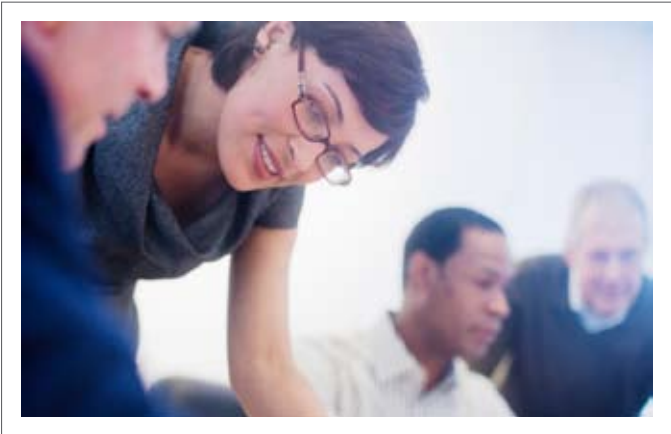
Changing the Face of Leadership: DiverseCity onBoard

The Maytree Foundation

Promoting urban prosperity by diversifying leadership

When leadership fails to reflect the population of a city, it excludes entire groups from the chance to contribute to an inclusive vision of the future. Organisations, agencies and boards that fail to reflect the diversity of the communities they serve also miss out on important opportunities to benefit from the creativity, energy and connectedness that distinguish successful institutions.

In the Greater Toronto Area, where the visible minority population is currently at 49%, diversity in governance is no longer an option, it's a necessity.



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DiverseCity onBoard is an award-winning initiative that seeks to change the face of city leadership by working to ensure that the governance bodies of public agencies, boards and commissions, as well as voluntary organisations, accurately reflect the diversity of the people who live and work in the Greater Toronto Area. By leveraging the valuable contribution of professional or specialist skills and experience the skilled immigrant possesses, DiverseCity OnBoard helps connect public institutions to the talent they need for competitive growth and urban prosperity.

Launched in 2005 by The Maytree Foundation, DiverseCity onBoard uses practical initiatives to identify qualified pre-screened candidates from visible minorities and immigrant communities for professional appointments on boards and committees. Professionalizing the appointment process helps prevent board 'tokenism' by helping organisations committed to diversity find the best candidates with the right skills - rather than simply people with the right skin colour.

DiverseCity also promotes board recruitment and appointment processes that are responsive to the needs of Toronto's diverse population and provides governance training and workshops for participating institutions. The website allows boards and candidates to search for the right match of skills and interests. A series of publications and tool kits also helps organisations develop recruiting and retention practices that can increase diverse leadership. In under five years, DiverseCity Onboard has matched almost 500 candidates to a variety of public, non profit and other organisational boards.



The Look of Leadership

Diversity also brings huge opportunities. The problems that we face today in such areas as environment, poverty and health are complex. The leadership needed to address these problems requires creativity and the ability to reach across boundaries - geographic, religious, ethnic and philosophical - to bring together broad and increasingly diverse constituencies. In recognition of these challenges, the Maytree Foundation established the annual Diversity in

Governance Award to celebrate public institutions and voluntary organisations that demonstrate commitment and innovation in creating inclusive boards.

More Good Ideas: Citizen Participation

- **Dublin:** Did You Know You Can Vote? Cities and Democracy at Work
- **Kerpen:** Integration Workshops for Inclusive Cities
- **New Haven:** Urban Citizens: Elm City ID Inclusive Communities
- **Fort Wayne:** Gateway to Little Burma
- **Oslo:** Oslo Extra Large

For more Good Ideas in Integration, see www.citiesofmigration.ca.

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.
- Is your management or governing board representative of the diversity in your community? If the board of your organisation does not reflect the community you serve, ask yourself whether barriers to inclusion exist in your organisation and how they may be adversely affecting your development and productivity.
- Does your organisation have a diversity policy? Find out whether your organisation would be willing to establish an internal process and accompanying targets to help tackle this issue.

Notes



BOOTH E

TURIN, ITALY

Porta Palazzo and the Balon Flea Market

Città di Torino



Participatory planning leads to market success and integrated neighbourhoods

With over one thousand merchants and 700 street vendors, Porta Palazzo is a commercial hub whose opportunities have always attracted newcomers to the city. In 2000, nearly 20% of those living and working in the market were foreign born, compared to the city average of 4%.

Unique to Porta Palazzo is the Balon flea market and its mix of registered, formal and informal vendors. Since 1935 irregular migrants have had the right to ‘exchange’ goods on the market by a special city statute. However, in 2001, that

right was temporarily withdrawn, and the relative stability and security of the area rapidly declined and threatened the commercial vitality of the market and the whole neighbourhood.

Hostilities between groups who were legally licensed as market vendors versus those who were not started to escalate, fuelling tensions between diverse groups. City officials recognised that an intervention was required.

Living, Not Leaving

Since 1998 the Porta Palazzo had been the focus of Turin’s major economic development strategy, called “The Gate.” Its overall message was to convince residents to stay in the neighbourhood and invest in its future while investing in their own futures - hence the project’s motto, “Living, Not Leaving.”

Initially financed by the European Union, the Porta Palazzo project identified the quality of urban space as an incentive to economic development, as well as the means to resolve high levels of local unemployment and crime. In 2002, the project evolved into a Local Development Agency project and involved both public institutions and private partners, and broad community representation. Using a participatory community model, the project included the participation and empowerment of the “irregular” or “unlicensed merchants”.



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Results

Through a deliberate process and the engagement of informal and formal leaders (including the Deputy Mayor on Economic Development and the Municipal Police), the Porta Palazzo, Living Not Leaving project succeeded in having “irregular” vendors recognised in the new legal category of “non professionals.” Formal legal status -and protection- led to an immediate decrease in the chaos and problems within the market as vendors assumed greater responsibility for their assigned areas.

More Good Ideas: Planning for Inclusion

- **Boston:** From Boston’s Back Streets to Mainstream Success
- **Chicago:** Muslims and Mortgages: Home Ownership Through Flexible Financing
- **Gütersloh:** A Community Roadmap: the Wegweiser Kommune
- **Stuttgart:** The Stuttgart Pact For Integration: the Power of Planning
- **London:** Banking on Success: Diversity at Lloyds TSB

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With the creation of the VIVIBALON association (a collective body created to engage informal leaders from target groups), a formal forum was established to keep vendors and traders up to date on municipal decisions. It also created a common space to share concerns and discuss issues before they escalated.

MAKING IT WORK FOR YOU:

- Ensure social inclusion is factored into all aspects of effective enterprise development and project planning in local community development.
- Effective collaborative partnerships investigate all possible institutions which might contribute to success --and don’t overlook the unusual actor.
- Guarantee equal access to services: one of the main political policies guiding the success of the City of Turin’s Porta Palazzo regeneration strategy.

Notes



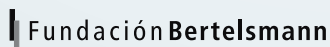
Cities of Migration

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