



# GERMANY

## Good Ideas from Successful Cities

Municipal Leadership on Immigrant Integration

*Cities of Migration is a Maytree idea*

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**The Maytree Foundation**

Ratna Omidvar, President

**Cities of Migration**

Kim Turner, Project Leader

Markus Stadelman-Elder, Communications Manager

Layout and design: Sarah Gledhill

The Maytree Foundation

170 Bloor Street West

Suite 804

Toronto, Ontario

Canada M5S 1T9

+ 416 944 2627

[citiesofmigration@maytree.com](mailto:citiesofmigration@maytree.com)

[citiesofmigration.org](http://citiesofmigration.org)

[www.maytree.com](http://www.maytree.com)

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## Good Ideas from Successful Cities: the View from Germany

The world has become a village. Big cities are magnets for immigrants, and immigrants in turn make cities attractive and exciting.

The recognition that migration is something ordinary and that Germany, too, is a diverse country can now be called a truism. It is also increasingly clear that Germany needs to harness the potential of immigrants in order to meet skills shortages and other challenges of demographic change. This includes those who already live in the country as well as those who may choose to make Germany their home should they decide that life in Germany is attractive enough for their families. Long overdue, it represents a paradigm shift away from problem-oriented, hostile attitudes towards a solution-seeking culture of welcome.

Cities have long been pioneers in these efforts. About 10 years ago Germany finally acknowledged itself as an “immigration country.” Since then more and more cities, counties and regional municipalities are seeking to develop effective strategies and actively shape intercultural co-existence at the local level. In this regard, much has been achieved. This year’s integration barometer from the Expert Council of German Foundations on Integration and Migration (SVR) reported that 80% of the respondents believe that integration in their municipality is “more successful than elsewhere”.

While there has been no single, easy way forward, there are now many examples of successful integration in German cities that can hold their own with the best urban innovations from other countries. “Learning from the world” – this is how Reinhard Mohn, founder of the Bertelsmann Foundation, gave expression to his credo. The Cities of Migration project offers municipalities around the world an excellent opportunity to learn from each other. More important than ever before, a society that wants to be attractive to new immigrants must be

open and receptive. Here again, cities are taking the lead with a growing number of successful city practices that address topics ranging from the culture of welcoming communities and intercultural openness to initiatives for the development and recognition of immigrant skills and contribution.

We are pleased that this publication from Cities of Migration gives us an opportunity to present truly outstanding examples from German cities and to share and learn from experiences from other cities worldwide.



A handwritten signature in black ink, appearing to read 'C. Walther'.

Claudia Walther  
Senior Project Manager  
Programm Integration  
und Bildung  
Bertelsmann Stiftung  
Gütersloh, Germany

# 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) and the Fundación Bertelsmann (Spain). In the United States, the project is supported by the Carnegie Corporation of New York and the Kaplan Fund. In Europe, the project is supported by Open Society Foundations' 11-city At Home in Europe project.

Community partnerships also help sustain our work: The Runnymede Trust (United Kingdom); OMEGA (New Zealand); National League of Cities (United States).

## Partners



## Supporters



## Community Partners



# Leading with Ideas

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 best interests of the public, including new immigrants. These cities view inclusion and the diversity of the city as core values and assets in today's global economy.

When we embarked on a search for municipal good ideas, our goal was to learn more about the capacity of local governments to use the authority and instruments of public office to accelerate the settlement and integration of newcomers. How can city services, policies and practices help build inclusive communities and contribute to economic resilience and prosperity across the urban landscape?

We learned that cities are uniquely positioned to learn from one another and to adapt and replicate good practice. Whatever the legal and jurisdictional framework, or differences in municipal responsibilities, cities around the world are accountable to their constituents and have a wide range of levers 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.

Our main report, *Good Ideas from Successful Cities: Municipal Leadership in Immigrant Integration*, explores these themes through a selection of nearly 40 profiles of municipal practice and policies from cities across Canada, the US, Europe and Australasia. In this companion report, ***Germany: Good Ideas from Successful Cities***, we present an additional snapshot of municipal leadership and excellence in immigrant integration from cities in **Germany**. Each of these five city profiles includes a selection of related international city practices to encourage comparative perspective and enriched learning.

These can be reviewed in full at [www.citiesofmigration.org](http://www.citiesofmigration.org) where the multiple approaches and comparative

perspective of the international Good Ideas collection offers inspiring models of city success that are ready to travel and be adapted to your own city of migration.

## Acknowledgements

We are indebted to our partners for their international perspectives and contributions, and to the growing network of city and community leaders, experts, practitioners and activists whose practice and daily work are 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.

We would also like to acknowledge the local councils and municipal agencies whose leadership is represented in these pages and the important work they are modelling for others locally, nationally and internationally. We thank them for their insights and expertise, and for challenging us all to transform good ideas into effective levers of change.

**Kim Turner**  
Project Leader, **Cities of Migration**  
Maytree Foundation



“Migrant enterprises are an important factor for the Munich economy and serve as models of acceptance, diversity and integration. Entrepreneurs with a migration background play a decisive role in building intercultural bridges and thus take their social responsibility seriously.”

Christian Ude  
Lord Mayor, Munich, Germany



## AACHEN

## Relying on Immigrant Networks: Business Network Aachen

Local immigrant business networks help develop economic opportunities in international markets

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How does a city re-charge its economic engine and stay competitive in a globalized economy? For the city of Aachen in North Rhine-Westphalia, the answer lies with its entrepreneurs, and, in particular, with immigrant-run companies in knowledge-intensive sectors.

Once a manufacturing hub, today the city's economic strength lies in its high-tech sector and international status as a university research centre. The city can attract and retain bright, young minds and is home to a growing number of international companies and "transnational entrepreneurs."

In 2010, the city initiated plans for Business Network Aachen. Its goal was to combine regional economic expansion with the integration of migrants in the city. The network would target innovative, growth-oriented "ethnic" companies and leverage existing networks already established by local immigrant entrepreneurs. By developing a member-driven network of entrepreneurs, executives and leaders from trade associations, public institutions and industry-related organizations, Business Network Aachen would stimulate the growth of business opportunities while changing public perceptions about immigrants and their contribution to the city.

Officially launched in April 2011, Business Network Aachen holds regular networking events as well as workshops to discuss strategies, plans and activities to develop existing and new contacts for building business opportunities. Since the emphasis is on inclusion, not all members need to have an immigrant background. To become a member of the voluntary network all that is required is an interest in strengthening Aachen as an international business location.



Today, the organization has members representing 35 different industries in 37 countries and is widely recognized as a community of internationally-active and interested companies.

Related Good Ideas at [citiesofmigration.org](http://citiesofmigration.org)

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- HELSINKI, FINLAND

### ***Immigrant Businesses Get a Helping Hand***

Supporting immigrant entrepreneurs before problems arise

- PHILADELPHIA, UNITED STATES

### ***The Philadelphia Story: Economic Integration through Integrated Services***

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

- BARCELONA, SPAIN

### ***Innovation, Entrepreneurship and Immigrants***

What's good for business is good for new immigrants and entrepreneurs

## Contact

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### **Stadt Aachen**

Fachbereich Wirtschaftsförderung

Europäische Angelegenheiten, Aureliusstr. 2

52064 Aachen

Winfried.Kranz@mail.aachen.de

[www.aachen.de/de/wirtschaft\\_technologie/aktuelles/business\\_network.html](http://www.aachen.de/de/wirtschaft_technologie/aktuelles/business_network.html)



## D O R T M U N D

### Participation, Politics and Impact

Putting a face on the political process and initiating dialogue leads to increased political participation

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While 28% of the population in Dortmund have a migrant background, only 5% are represented on the local council. Clearly, their voices are not being heard.

Dortmund is not unique. The gap between political leadership in Germany and the people they serve was widely reported in a 2011 study by the Max Planck Institute for the Study of Religious and Ethnic Diversity (with the Heinrich Böll Foundation and Stiftung Mercator). While Germans with a migrant background make up almost 20% of the population, they are significantly underrepresented in Germany's political parties, parliaments and ministries.

To address this gap, the City of Dortmund looked to its master plan on Migration and Integration and launched the project *Politik Mit-Wirkung* "Politics with Impact" with the city's Integration Council and its Migration and Integration Agency.

Putting a face on the political process and initiating political dialogue are the primary strategies used to engage Dortmund's migrant communities. Information sessions are organized with district mayors, city managers, and local politicians who are willing to talk about their political careers. To help participants identify with the politicians, a particular preference is put on politicians with a migrant background.

The district of Huckarde hosted the first event in September 2011, bringing together local residents (with and without a migrant background) and representatives from three different parties to talk about their experiences and what role their migrant background played (if any). Their message concerning the importance of political participation of all residents was well-received and many participants completed political party membership



applications. Today "Politik Mit-Wirkung" has become an integral part of the city's political integration strategy.

Related Good Ideas at [citiesofmigration.org](http://citiesofmigration.org)

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- FORT WAYNE, UNITED STATES

**Gateway to Little Burma**

New gateway cities make newcomer communities count - and be counted

- DUBLIN, IRELAND

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

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

- MONTREAL, CANADA

**A Charter of Rights for Urban Citizens**

A Charter of Rights and Responsibilities for all city residents comes to Montreal

#### Contact

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**Migrations und Integrationsagentur der Stadt  
Dortmund (MIA-DO)**

Südwall 2-4

44122 Dortmund

[cpeschke@stadtdo.de](mailto:cpeschke@stadtdo.de)

[www.miado-dortmund.de](http://www.miado-dortmund.de)



## H A M B U R G

## Hamburg. My Port. Germany. My Home.

A naturalization campaign makes citizenship the key to inclusion for long-time city residents

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The champion boxer. The celebrity chef. The star soccer player. Standing side by side with their “naturalization pilots.” These are the faces of a public relations campaign led by the City of Hamburg to promote German citizenship to long-time residents with a migrant background.

In a city of 1.8 million, approximately 235,000 people do not have German citizenship although more than half meet the criteria for naturalization based on the length of their residence in Germany.

The motto of the *Ich bin Hamburger* campaign, started in November 2010, is clear about its message, namely that naturalization is a critical step towards inclusion and belonging: “Hamburg. My Port. Germany. My Home.” (*Hamburg. Mein Hafen. Deutschland. Mein Zuhause.*).

“Naturalization is much more than an administrative act. It is the declared belief in our state and our society,” said Mayor Olaf Scholz. Because only then all possibilities of participation exist.

The city works with a Turkish community organization to train volunteer facilitators (“pilots”) from various migrant communities who can provide advice about attaining citizenship. These trusted community ambassadors help those who are hesitant or may need guidance because of linguistic barriers, fear of the bureaucratic process or lack of understanding about the benefits of naturalization.

The campaign, which has appeared on billboards city-wide, includes an official naturalization (*Einbürgerung*) website with information and downloadable official documents. The project, led by the Department of Labour, Social Affairs, Family and Integration, has been extended with renewed funding until 2014.



Related Good Ideas at [citiesofmigration.org](http://citiesofmigration.org)

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- COPENHAGEN, DENMARK

### **Engaging in Copenhagen**

Taking a diversity charter to the business community

- BARCELONA, SPAIN

### **From Neighbours to Citizens: the Barcelona Interculturality Plan**

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

- CHICAGO, UNITED STATES

### **Chicago's Office of New Americans**

Recognizing immigrants as an important political constituency

## Contact

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### **Freie und Hansestadt Hamburg**

Behörde für Arbeit, Soziales, Familie und Integration

Adolph-Schönfelder-Str. 5

22083 Hamburg

Doris.Kersten@basfi.hamburg.de

[www.einbuengerung.hamburg.de](http://www.einbuengerung.hamburg.de)

## MUNICH

### Munich Lives Diversity

To mainstream intercultural integration, city leadership makes diversity training part of its institutional culture, city-wide

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In February 2008, Munich's City Council unanimously approved a policy of intercultural integration. Among the list of essential principles, the city affirmed that "intercultural integration is achievable only if institutions adopt a policy of intercultural orientation and intercultural mainstreaming."

That meant change for the city's bureaucracy itself. With 30,000 employees, Landeshauptstadt München is one of the largest employers in the region. Although about 37% of Munich's population has a migrant background, in 2006 only 11% of its public service trainees represented that population. As a major employer, the city needed to do more to reflect the diversity of urban society on all levels of its staff. Mainstreaming intercultural diversity would mean leading by example.

The city started its program of "Intercultural Opening" (*Interkulturelle Öffnung*) by offering a broad system of support to managers and staff through its Social Services Department. The program includes cross-cultural training, diversity indicators, a series of studies, assessment tools and, finally, assistance with recruitment and interviewing strategies for its HR personnel.

In 2011, the city published its first integration report, "Munich Lives Diversity" *München lebt Vielfalt*. Not only had over 3,000 people attended cross-cultural courses, the proportion of new trainees increased to 16%, a significant step towards its goal of 20% by 2013.

Currently, specialist intercultural training for 600 firefighters and paramedics on the city's frontlines is scheduled. By 2013, all top managers will have received cross-cultural training. To ensure their broader diversity targets are realized, 560 managers are also being trained to improve personnel selection procedures.



photo: City of Munich

Related Good Ideas at [citiesofmigration.org](http://citiesofmigration.org)

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- TORONTO, CANADA

**Mentoring Skilled Immigrants at City Hall**

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

- OSLO, NORWAY

**Oslo Extra Large**

Making city leadership accountable to its policies for inclusion

- MADRID, SPAIN

**On the Front Lines of Integration**

Creating confidence in community policing through consultation and local recruitment

#### Contact

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**Landeshauptadt München**

Fraziskanerstr. 8

81 669 München

[Franziska.szoldatits@muenchen.de](mailto:Franziska.szoldatits@muenchen.de)

[www.muenchen.de/interkult](http://www.muenchen.de/interkult)

## W U P P E R T A L

## Taking a National Language and Integration Class Local

Language training and employment services open doors to work, school and the everyday business of daily life

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In 2005, a new Immigration Act in Germany introduced provisions to ensure all newcomers receive language training. The City of Wuppertal acted immediately to build on its experience in creating a multicultural society that valued diversity.

With a population from over 150 source countries, Wuppertal has a long history of working to build an open, welcoming culture. Since 2002, the Department of Immigration and Integration (*Sprach/ Integrationskursberatung*) has been a central contact for both newcomers and local residents while supporting the city administration by monitoring local progress.

Wuppertal's practical approach aims to meet the needs of program applicants, their families and local employers. Language level and professional background are assessed during a personal interview by city social workers who are trained to identify additional factors that can interfere with language and job acquisition. A continuous process of support and feedback ensures that applicants do not fall through the cracks.

Training is offered in 14 language schools across the city – part-time, full-time, day-time and evenings. There are special integration courses for young people, senior citizens, women and even German nationals with poor language skills. Parenting courses are available for those with young children. The participation of the local job centre helps ensure newcomers are better oriented to the realities of the local job market. Importantly, the program includes the unemployed, often long-term residents with a migrant background still marginalized by low language skills or unemployment.

Almost 6,000 people have participated in Wuppertal's



language programs since 2005, making Wuppertal a nation-wide leader. Today, immigrant integration in Wuppertal is a movement supported by the mayor, the city manager and all democratic parties in the city council, and a model of social and economic success to other German cities.

Related Good Ideas at [citiesofmigration.org](http://citiesofmigration.org)

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- CARDIFF, UNITED KINGDOM

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

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

- VIENNA, AUSTRIA

**Talking Business in Your Mother Tongue**

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

- NEW YORK CITY, UNITED STATES

**We Are New York Project**

Language access to public services for all New Yorkers through innovative television programming and neighbourhood conversation circles

### Contact

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**Stadt Wuppertal, Ressort Zuwanderung und Integration**

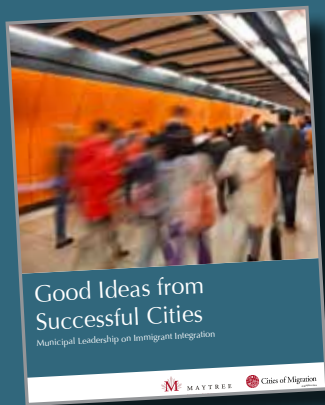
An der Bergbahn 33

Wuppertal, Nordrhein-Westfalen D-42289

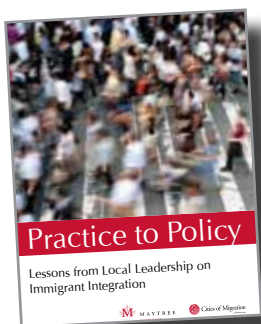
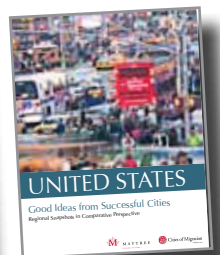
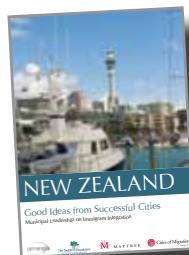
[christine.roddewig@stadt.wuppertal.de](mailto:christine.roddewig@stadt.wuppertal.de)

[www.integration-in-wuppertal.de](http://www.integration-in-wuppertal.de)





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 additional examples of innovation and good practice from cities in selected 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.

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