



GLOBAL MIGRATION

Resilient Cities at the Forefront

Strategic actions to adapt and transform our cities
in an age of migration

PIONEERED BY THE
ROCKEFELLER FOUNDATION

100

RESILIENT

CITIES

Network Exchange Program

ABOUT 100 RESILIENT CITIES

100 Resilient Cities - Pioneered by The Rockefeller Foundation (100RC), helps cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. 100RC provides this assistance through funding for a Chief Resilience Officer in each member city to lead resilience efforts; resources for drafting a resilience strategy; membership in a global network of peer cities to share best practices and challenges; and access to solutions, service providers, and Platform Partners from the private, public and NGO sectors who can help them develop and implement their resilience strategies. Learn more at www.100resilientcities.org

This document was developed as a result of the “100RC Network Exchange: Cities and the Global Migration Crisis” that took place in Athens, Greece, on September 7-9, 2016, and involved the collaboration of 8 member cities.

The event was hosted by:



Editorial design:


Adriana Chàvez
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Photo Credit: The International Rescue Committee





Credit: Andy Ash / Jesuit Refugee Service

A woman wearing a patterned headscarf is shown in profile, looking towards the left. The image is overlaid with a semi-transparent blue filter. Centered on the right side of the image is a block of white text.

**By working together to
build urban resilience, we
can reduce our reliance
on crisis as a driver of
change and proactively
plan for a future that is
bright for all migrants
and residents living in our
cities.**

Dear fellow Mayors, Chief Resilience Officers and Partners,

On behalf of the Municipality of Athens, I would like to thank you for your participation in the Athens Network Exchange - Cities and the Global Migration Crisis. This document reflects the success of our joint commitment to addressing migration as a major urban challenge of the 21st Century.

In the summer of 2015, with Athens still in the throes of an economic crisis, we were faced with finding short-term solutions for accommodating the large number of refugees arriving in the city. This was a tremendous challenge, posing pressures on often weak and aging infrastructure and strained city services, with shelter the foremost concern. To help address the immediate housing needs of the refugees, we dedicated a space for the construction of the Elaionas camp - the first temporary accommodation center in the country, currently providing shelter to nearly 2,400 refugees. With the support of our international partners and local NGOs, we were able to provide reception services and, subsequently, develop a housing program that subsidizes—with funding from UNHCR— the rent of vacant apartments for approximately 3,000 refugees.

We have made a conscious effort to treat refugees with the dignity they deserve. Our new residents, many risking their lives to escape war and persecution, have access to our medical services as well as to public education. At the same time, we try to ensure that our city's social cohesion and daily rhythm are not disrupted.

While we have managed “the crisis within the crisis”, our biggest challenge remains how to successfully absorb newcomers in our society. Athens is facing a significant population decrease, as is all of Greece. Along with other valuable contributions, refugees provide essential human capital that our cities need. Many are skilled and educated, and possess expertise in a variety of fields. For those who choose to stay, we must meet the challenge of integrating them in a way that ensures their success and also helps the revival of our economy.

Cities have shown that local governments can play a decisive role during crises where national governments are either too remote or too politically constrained. Our city, the City of Athens, was proud to spearhead and host the Network Exchange on Cities and the Global Migration Crisis. Alongside all of you, we hope to further develop our partnerships and learn from each other, identifying and sharing new tools and solutions that address our challenges across the social, natural, and built environments.

I want to express my gratitude to the participating cities and partners -from home and abroad- that joined in this highly productive collaboration. Lastly, I would like to thank 100 Resilient Cities—Pioneered by the Rockefeller Foundation, for making this meeting possible and bringing us together. The cities of tomorrow need to be shaped today through a spirit of partnership and mutual support. I believe that the outcome of this network—“Global Migration: Resilient Cities at the Forefront”—is a valuable tool for forming this foundation for the future.

We still have a lot of work ahead of us, but I am confident that cities can rise to the challenge through a commitment to urban resilience and the kinds of networks and collaborations that build it.



Giorgos Kaminis
MAYOR, CITY OF ATHENS

Dear Friends and Colleagues,

On behalf of the entire 100RC network of cities and partners, I would like to congratulate Mayor Giorgos Kaminis and the City of Athens, and all of the participants of the Athens Network Exchange - Cities and the Global Migration Crisis. The intense and productive dialogue of those three days last September, and the robust report it led to, reflect the power of cities working together to address their most pressing challenges.

Since our convening, we have watched as national and international policies have changed, often directly affecting how our cities must lead in addressing immigration. This new landscape became an integral factor shaping the lessons we learned in September 2016 and the new ones that arose in the interim.

With the Syrian refugee crisis in Athens setting an appropriate tone of urgency, the participants shared their experiences with absorbing new migrant populations and collaborated to form new approaches.

Urban resilience requires that cities form inter-systemic, holistic solutions that address a city's shocks and myriad of stresses. It means embracing nontraditional collaborations, with both the public and private sector. And it is achieved through interventions that unlock multiple benefits, such as programs that not only address the needs of newcomers, but also, in the process, benefit other urban residents.

We were confident that by bringing together a collective of City Resilience Teams and partners, we could foster an environment for surfacing these kinds of solutions. This report is a far-reaching but practical blueprint for addressing migration and urban planning, with concrete plans and strategies. It includes methods for integrating migrants into the formal economy; programs for lowering barriers of entry to small businesses and entrepreneurs; innovative designs for housing; examples of new city departments for migration; and many other programs for absorbing migrants in the long term while harnessing their contributions to the host community.

Driven by the cities themselves, *Global Migration: Resilient Cities at the Forefront*, and the Network Exchange that gave rise to it, illustrate the importance of re-conceptualizing the urban landscape to include the shocks and stresses of the 21st Century, and the need to build overall resilience that can ensure our cities thrive amid the uncertainties of the years ahead.

This work would not have been possible without the help and expertise of the International Rescue Committee, Mercy Corps, MasterCard, Esri, the International Organization of Migration, Welcoming America, the Brookings Institution, Mercy Corps, and the United Nations High Commissioner for Refugees, who helped guide our Chief Resilience Officers and cities towards successful strategies and solutions.

Our work is just beginning, but we are confident that through this kind of collaboration, cities will not only welcome migrants more effectively, they will grow stronger and more resilient doing so.



Michael Berkowitz
**PRESIDENT, 100 RESILIENT CITIES,
PIONEERED BY THE ROCKEFELLER FOUNDATION**

The unprecedented refugee situation faced by Greece in 2015 put the city of Athens under significant pressure. The situation tested the limits of the city, the endurance of its systems and their resilience; it compelled the municipality to adapt to a new reality. One way Athens is doing this is by cooperating with cities that are facing similar challenges in different contexts. The Athens Network Exchange - Cities and the Global Migration Crisis was created to do just that, bringing together participating cities to exchange best practices and experiences. The document presented here is the result of that collective effort.



Lefteris Papagiannakis,
**DEPUTY MAYOR FOR MIGRANTS,
REFUGEES AND MUNICIPAL
DECENTRALIZATION, CITY OF
ATHENS**

The facts and figures in “Global Migration: Resilient Cities at the Forefront” illustrate the crucial role of migration in shaping our cities in the 21st century. Last September, the Athens Network Exchange made evident that we must move away from viewing sudden migration as a humanitarian crisis to be managed by national governments and international organizations. Rather, we must embrace migration as a permanent part of the urban landscape and an opportunity to build urban resilience.

In Athens, we have already witnessed how the influx of new populations can create new opportunities. We can, for example, discern a financial benefit for residents, and the municipality itself, as empty apartments have been rented to incoming refugees. For the past year, a housing program, run by the Athens municipality in cooperation with the UNHCR, has provided temporary accommodation for refugees and will be made available to local populations facing homelessness. It has also been structured to be financially sustainable through long-term plans for social housing.

This housing program also brings new jobs, as new staff has been hired to administer it. Currently, hundreds of young professionals, including social scientists, case handlers, interpreters, management and administrative professionals, doctors, psychologists, and counselors, many of whom were previously unemployed, have been hired to assist with the settlement of newcomers. Urban resilience relies on such interventions that present creative solutions and yield multiple benefits that strengthen the city overall, in the short and long term.

This is just an example of the resilience strategies that will help us adapt to our changing demographics and grow stronger doing so. Our city’s newcomers are not only being embraced with the dignity they deserve but can themselves become a source of enrichment in the modern and multicultural urban environment of our city.



Eleni Myrivili,
**CHIEF RESILIENCE OFFICER,
CITY OF ATHENS
ASSISTANT PROFESSOR,
UNIVERSITY OF THE AEGEAN,
LESVOS**

EXECUTIVE SUMMARY

Mass migration has grown into one of the major urban challenges of the 21st century. As cities contend with the effects of climate change and aging infrastructure, they must also learn to adapt to waves of newcomers. Today, more than 60 million people have had to leave their homes because of conflict, in the largest wave of human displacement since World War II. Yet even this number is dwarfed by the world's total population of international migrants, which peaked at 244 million in 2015. Regardless of their reasons for arrival, the overwhelming majority of migrants now remain in cities, and are helping shape their future.

Like other urban pressures, migration also presents a powerful opportunity for building resilience. In September of 2016, eight IOORC Member Cities, with a broad range of experience absorbing migrants, convened in Athens to collaborate on migration as a key component of urban planning. Chief Resilience Officers (CROs) from Athens, Thessaloniki, Amman, Paris, Montreal, Los Angeles, Ramallah, and Medellin shared what they have encountered, both successes and failures, and worked together to put forward practical solutions. The cities also had the additional expertise of partners such as the International Rescue Committee, MasterCard, Esri, the International Organization of Migration, Welcoming America, the Brookings Institution, Mercy Corps, and the Office of the United Nations High Commissioner for Refugees.

Against the backdrop of the refugee crisis, Exchange participants seized the opportunity to make migration central to the urban agenda. Athens' experience poignantly

illustrated the need to prioritize solutions that provide multiple benefits in both times of crisis and times of calm.

Global Migration: Resilient Cities at the Forefront reflects the Exchange's clear-eyed appraisal of the urban challenges of migration and the participants' collective work to address and find opportunity in them. Organized into four visions, this document highlights best practices and pressing challenges, and concludes by emphasizing the need for cities to develop better local, national, and international partnerships to successfully integrate newcomers and build resilience that makes cities better for all residents.

PLAN FOR A DYNAMIC FUTURE

By embracing global migration and incorporating human flows into urban planning, adaptive cities prepare, transform, and thrive in the face of a dynamic future.

The majority of migrants move to cities, often overwhelming municipal and humanitarian agencies unprepared for their absorption. Ineffective management of new populations can exacerbate existing stresses and lead to disruptions of a city's interdependent systems and services. Cities are moving beyond reactive strategies to ones that focus on long-term possibilities, embracing migration as a permanent part of the urban landscape. As they plan key services and infrastructure – from affordable housing to transportation and energy systems – cities

are prioritizing interventions that address the needs of migrants while optimizing services for other urban residents, especially the most vulnerable. To better coordinate efforts and mobilize resources, cities are establishing municipal offices dedicated to the successful integration of newcomers, and incorporating migration considerations into city-wide plans and resilience strategies. To support their integration initiatives, cities are also gathering more granular and reliable data, experimenting with standardizing data capture, and building platforms to share the data with different departments, residents, and other cities.

EMBRACE AND INTEGRATE NEWCOMERS

By welcoming and integrating migrants, inclusive and cohesive cities become better places for everyone, especially their most vulnerable residents.

Social cohesion is fundamental to urban resilience. Communities with strong ties, regular interactions, and shared norms work more effectively to provide help to one another during a crisis. Greater social connectivity also yields multiple physical and mental health benefits, spurs innovation, and builds capacity, ultimately strengthening the ability of communities to not only endure, but thrive, in both good times and bad. As refugees and migrants arrive in cities burdened with troubled economies and limited resources, social tensions may increase and threaten social cohesion. Cities are adopting distinct strategies to preempt or mitigate these tensions, and in the process, creating an environment where social cohesion can grow. They are pursuing

this by building compelling narratives that emphasize common goals and opportunities, and through programs that foster regular interactions between new and existing populations, creating greater bonds and dispelling false stereotypes. Cities have also begun to promote programs that reduce real or perceived competition among natives and newcomers, further solidifying a shared pursuit of opportunity and prosperity.

THRIVE TOGETHER

By valuing and leveraging the talent of migrants, equitable cities create opportunities for all residents.

Migrants make clear economic contributions to destination cities, refuting common misconceptions that they detract from the financial health of their new homes. In advanced, ageing economies, newcomers are fundamental to keeping aggregate demand high and the workforce stable. Immigrant-owned businesses have helped revitalize communities by employing community members, strengthening the tax base, and growing the local economy. Welcoming newcomers also brings more social and cultural vitality to cities, with diverse ideas and perspectives that fuel innovation. However, language barriers, unfamiliarity with the local job market, discrimination, and restrictive policies often limit the ability of migrants to connect to opportunity. Cities are finding ways to lower these barriers and harness the economic energy of new arrivals with initiatives that also empower other marginalized communities. For example, by improving access to financial services, cities are unlocking the economic

potential of migrants and other categories of “unbanked” residents. Cities are also creating opportunities for migrants to generate income despite rigid labor markets and legal restrictions, through cash-for-work programs and paid training schemes. By supporting immigrant-owned businesses as part of mainstream economic development strategies, cities are creating business-friendly regulatory environments that not only benefit migrants, but others trying to start or sustain a business.

LEAD FOR CHANGE

By partnering with local, national, and international actors, leading cities create an environment for the successful reception and integration of newcomers.

Cities are powerful agents of change at the local level, but they must also engage with regional, national, and international policymakers to achieve systemic change. Lack of adequate resources, and obstructive national policies, may considerably limit the ability of cities to implement practical solutions. While local leaders cannot change national laws themselves or reverse budget cuts, they can advocate for better policies and funding support from higher levels of government in order to create an environment within which they can effectively operate. In the absence of national frameworks, local leaders can also leverage the control they do have in a number of policy areas—from housing and land-use planning to police services and local economic development—and use it to support the needs of their migrant population. Through public-private partnerships and improved coordination with

humanitarian aid agencies, NGOs, businesses, and local organizations, cities can maximize impact and avoid duplicative efforts.

As mass migration challenges our cities in unprecedented ways, we must work to incorporate it into our visions for a resilient future. Through this compendium, and the collaboration it reflects, we can further the important work of moving beyond the sudden shocks of migration towards the possibilities it brings. We stand at a critical crossroads, where the actions we take now will impact the future of all our residents for generations to come. We have the responsibility to work together to recognize and adapt to an unpredictable future, and to remain committed to the equitable adaptation and transformation of our cities.



Credit: Jacob Russel / The International Rescue Committee



GLOBAL MIGRATION : RESILIENT CITIES AT THE FOREFRONT

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URBAN MIGRATION: SHAPING THE FUTURE OF OUR CITIES

In the largest wave of human displacement since World War II, today conflict and persecution have forced more than 60 million people to flee their homes in search of security and a better future⁽¹⁾. An annual average of 21.5 million people have been displaced by climate-related natural disasters—such as floods, storms, wildfires, extreme temperature—each year since 2008⁽²⁾. Thousands of others are forced to move by slow-burning disasters, such as droughts or coastal erosion linked to sea level rise⁽³⁾. Despite this spike, forcibly displaced people represent just a share of the world's total migrant population, which peaked at 244 million people—3.3 per cent of the world's population—in 2015⁽⁴⁾. Whether migrants move to destination countries voluntarily or involuntarily, they overwhelmingly remain in cities, contributing significantly to population growth and urbanization.

As leaders in urban resilience, we look beyond reactive short-term strategies to ones that focus on long-term possibilities. We view these challenges as a chance to mold our urban future and create cities that embrace migration as a permanent part of the urban landscape, endeavor to become

socially cohesive and equitable, and drive change locally and globally.

To realize this vision, we consider migration as an essential element of urban planning. We would not run a city without an office for immigrant affairs just as we would not run a city without a department of transportation or economic development. We view the migration lens as a key component of the city, through which we can design solutions that address the other challenges we increasingly face in the 21st Century.

By embracing migration as an urban phenomenon, we can begin the important work of strengthening our cities, ensuring they are places where all feel like they belong and are given equal access to the education, services, and resources they need to thrive. We see strong leadership from mayors, public agencies, businesses, and community leaders to change the global narrative and advocate for better policies and more resources.

Municipal leadership matters. We are shaping the future of our cities today.



Fawzi Masad
Chief Resilience Officer
City of Amman



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URBAN RESILIENCE is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

OUR RESILIENCE CHALLENGE

The world is becoming urban. Currently home to over 50 percent of the world's population, cities are expected to absorb another 2.5 billion people by 2050⁽⁵⁾. People are pulled to urban areas because of better infrastructure, services, and economic opportunities. They are pushed to cities because of natural disasters, conflicts, famine, unemployment, and other forces.

Undeniably, mass migration poses risks to already fragile urban ecosystems. Increased population density can lead to health, security, and social cohesion challenges, often straining city resources for public services. These risks can be heightened by a city's existing stresses—chronic issues that weaken the urban fabric, such as aging infrastructure, unemployment, food and water scarcity, inequality, and violence. Failure to address these risks can exacerbate major disasters when they occur. It also represents a missed opportunity for a city to leverage the socio-economic and cultural capital of migrants, whose contributions can become fundamental resources for building urban resilience.

Resilient cities are able to plan for adversity, absorb its impact, and recover quickly. Most importantly, they adapt to new conditions and thrive, rather than merely survive. In building resilience, cities can reduce their reliance on crisis as a driver of change and, instead, proactively take the future into their own hands. In doing so, they can become better places to live for all their citizens, in both good times and bad.

Our environment is changing. Mass migration to cities is the new reality.

The mass migration we are witnessing today is not a temporary state of emergency, but the beginning of a new reality. Most likely, the factors pushing migrants to cities will only become more common and impactful. Current estimates suggest that climate change could displace another 200 million people by 2050⁽⁶⁾, a year when the population of the world's 48 poorest countries is due to double to 1.7 billion⁽⁷⁾, causing even greater incentives for people to move to wealthier cities. The conflicts in Syria, Iraq, and other countries affected by violence and political instability, continue to cause millions of refugees and internally displaced persons (IDPs) to flee their homes in search of safety.

Rather than resist this new reality, cities must embrace it. As many migrants cannot, or do not intend to, return to their place of origin, municipal authorities must start seeing their role as long-term, or even permanent, hosts. If this is acknowledged and plans are made to anticipate and respond to the potential pressures of mass migration on urban systems, the arrival and presence of newcomers will be less likely to be perceived as a threat. Mass migration can instead be seen as an opportunity to improve a city's infrastructure, services, and governance systems, as well as the response capacity of its local communities.

The future remains uncertain.

While we must accept global migration to cities as a defining trend of our time, we must also acknowledge its deep uncertainty. The direction, timing, and magnitude of

population flows make it difficult for local authorities to make accurate predictions, develop long-term plans, and allocate resources. The Syrian refugee crisis, for example, regularly presents new and unforeseen developments. In the spring of 2016, several countries in the European Union abruptly closed the major routes used by fleeing refugees, suddenly stranding over 50,000 of them in Greece ⁽⁸⁾. Greek cities, such as Athens and Thessaloniki, normally used as transit points on routes to more prosperous European cities, found themselves as final destinations for thousands of refugees and asylum seekers. Already suffering from strained resources, inadequate infrastructure, and weak coordination systems, these cities had to quickly adapt their temporary settlement approaches to focus on longer-term integration. The recent EU relocation scheme and EU-Turkey agreement, which aims to move most asylum seekers out of Greece, may change the situation once again ⁽⁹⁾.

We may not know what shocks we will face—international policy decisions trapping refugees in countries with limited resources, massive displacement by natural disasters, or economic crises driving young skilled migrants to wealthier cities. By creating reliable and flexible systems that address multiple challenges and support residents in good times and bad, cities can thrive no matter what may happen.

Mass migration can exacerbate existing stresses.

When it occurs without a plan in place, mass migration has the potential to aggravate a city's existing stresses. Higher population density can pose unanticipated pressures on already strained infrastructure, resources, and the delivery of city services.

Settlement patterns affect this further as migrants often have to move to already marginalized neighborhoods. Much of the new population growth occurs in informal and unplanned areas of the city, amid existing vulnerable populations. This often creates perceived and real competition for jobs and basic services, intensifying social tensions between long-term urban residents, economic migrants, and displaced populations, who already face unique vulnerabilities due to legal barriers to entry, limited economic resources, and broad discrimination.

When residents believe newcomers are the cause of increased competition over job opportunities or deteriorating living conditions, sudden large-scale influxes of new arrivals can exacerbate existing tensions and xenophobia. Populist politics and violent extremism undermine social cohesion.

Migration presents opportunities for strengthening cities and making them resilient.

Migrant populations pose challenges, but they also present host cities with a variety of opportunities for building resilience, including financial investment, infrastructural innovation, a rejuvenated labor force, and new means of fostering social cohesion.

Hosting large numbers of displaced persons can attract significant international investment. Cities can leverage these resources to build better infrastructure and improve social services for all residents. In Amman, for example, the municipal government is leveraging loans received from the European Bank for Reconstruction and Development for addressing increased waste generation due to the influx of

refugees to modernize the solid waste sector and improve services for all residents ⁽¹⁰⁾.

Migrants also bring new energy into ailing economies and are a natural antidote to rapidly aging workforces and shortages of skilled labor. When migrants and refugees have the right to work, and gain access to capital and educational opportunities, they boost productivity in host cities through purchasing power, innovation, and entrepreneurship. New populations can also help foster greater social cohesion, which not only yields multiple dividends in physical and mental health, civic participation, and information sharing, but also strengthens the ability of local communities to respond and adapt in times of emergency.

Cities are being asked to do more with less, but decisions affecting them are made at the national level.

While issues concerning borders, citizenship, and quotas are often decided nationally or internationally, it is at the local level that the practical aspects of migration are felt. Cities serve as first points of arrival, transit hubs, and ultimate destinations of millions of migrants. They play a central role in the short, medium, and long term—from food, shelter and healthcare at arrival; to housing and subsistence during transit; to employment and social integration in ensuing years. As a result, municipal governments find themselves taking the lead in welcoming migrants and offering pragmatic solutions for managing their needs. Yet they often lack adequate resources, policies, and mandates from the national government to do this important work. In Paris, for example, the city does not have formal authority to plan for its refugee population. However, the absence of a national framework has led the municipal government to take action by not

only creating the first welcome centers for refugees within Paris' city boundaries⁽¹¹⁾, but also developing the “Mobilizing the Paris Community for Refugee Welcome” plan⁽¹²⁾, a strategic document that leverages current city competencies for managing other vulnerable groups, such as unaccompanied minors or the homeless, and applies them to the refugee population. Similarly, in Los Angeles, the city created a local office for immigrant affairs that addresses the gaps in national policy⁽¹³⁾. This allows the city to formulate strategies and programs for the migrants and refugees that arrive daily and often intend to remain.

As cities are being asked to “do more with less”, they need to improve their collaboration with national governments, private sector organizations, and international aid agencies. But, more importantly, cities must be creative and flexible with the resources and mandates they do possess. Cities can exert their existing influence as employers, providers of goods and services, and policy-makers. Municipal leaders can proactively integrate inclusion into local policy and provide opportunities for business and infrastructure development.

By organizing around success and action, instead of failure and inaction, resilient cities can succeed where many national governments struggle with, and at times exacerbate, major challenges.



**MASS MIGRATION
IS A KEY FEATURE
OF TODAY'S
INTERCONNECTED
WORLD**

Credit: Limoneful.



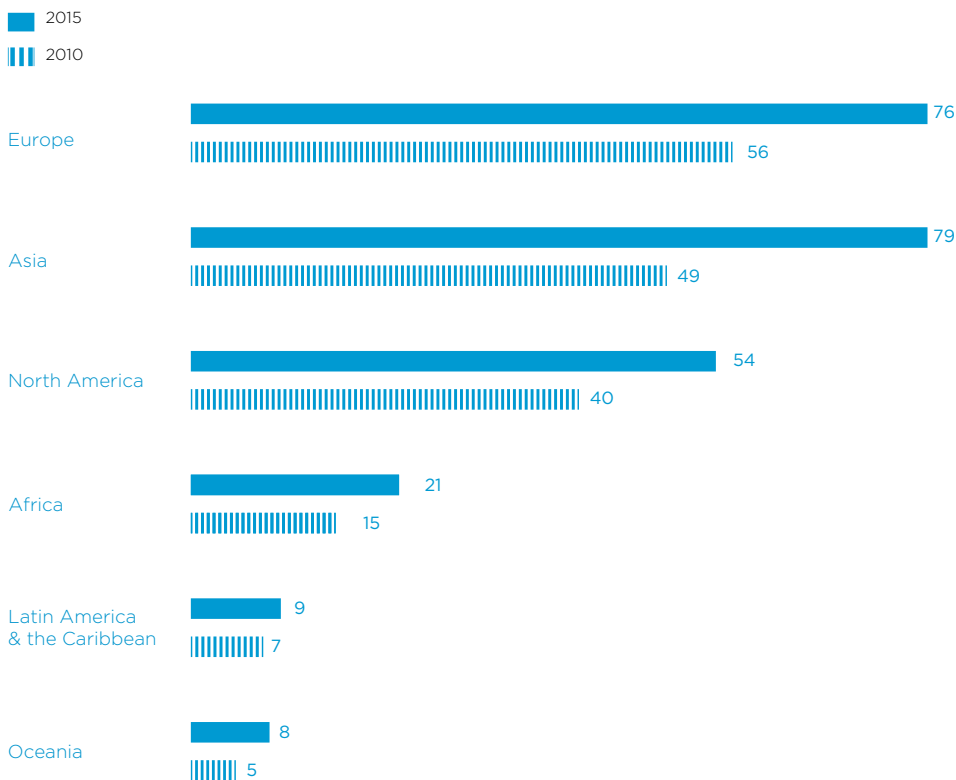
Cities are at the forefront of the challenges of global migration, but are also well-placed to deliver solutions that benefit existing and new residents.

THE NUMBER OF INTERNATIONAL MIGRANTS WORLDWIDE CONTINUES TO GROW RAPIDLY

The number of international migrants — persons living in a country other than where they were born — continues to grow at an unprecedented rate. In the last 15 years, migrants have become an increasingly large share of the world’s population. This is true for all major regions, though Asia and Europe are seeing the greatest growth, with North America closely following.

The number of international migrants reached 244 million in 2015, an increase of 71 million, or 41%, from 2000. The share of migrants in the global population reached 3.3% in 2015, up from 2.8% in 2000⁽¹⁴⁾.

Table 1: International migrants by major area, 2000 and 2015 (millions)



Source: United Nations, Department of Economic and Social Affairs (UN DESA)⁽¹⁵⁾

Caption: In 2015, two out of three international migrants lived in Europe or Asia. North America hosts the third largest number of international migrants, followed by Africa, Latin America and the Caribbean, and Oceania. Between 2000 and 2015, Asia added more international migrants than any other region - a total of 26 million additional migrants.

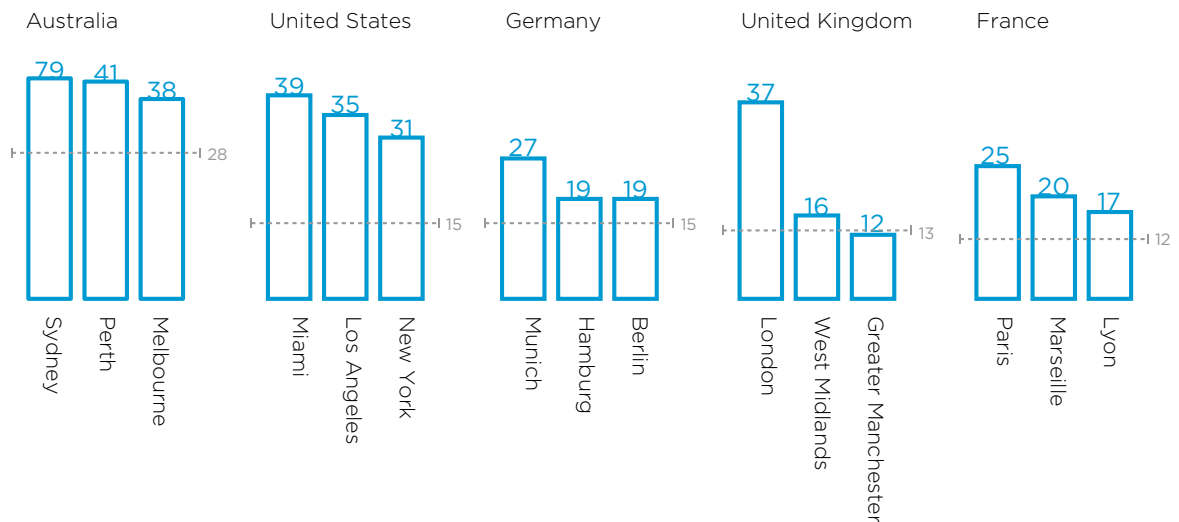
MIGRANTS MOVE TO CITIES

Once migrants arrive in their destination countries, they tend to remain in cities, where they have become significant drivers of population growth and urbanization. In cities, migrants are more likely to find support by joining existing networks—familiar communities that speak the same language and can connect newcomers with services and job opportunities.

92% of immigrants in the United States live in urban areas, as do 95% in the United Kingdom and Canada, and 99% in Australia⁽¹⁶⁾.

Table 2: Migrants as a share of the city population for the top three urban areas (% of the total population)

..... National average



Source: McKinsey Global Institute⁽¹⁷⁾.

Caption: Major global cities have large international communities. In the United States, immigrants make up 31% of the population in New York City and nearly 40% in Miami. In Australia, immigrants represent 38% of the population in Melbourne and 42% in Sydney.

MIGRANTS CONTRIBUTE TO ECONOMIC GROWTH IN BOTH THEIR COUNTRIES OF ORIGIN AND THEIR COUNTRIES OF DESTINATION

Migrants make economic contributions to their host and origin countries. However, language barriers, unfamiliarity with the local job market, discrimination, and policy barriers often limit migrants' access to formal employment, forcing them to engage in unregulated work, and constraining economic development in their places of origin and destination.

Migrants contributed 9.4% of global GDP – or \$6.7 trillion -- between 2000 and 2014, \$3 trillion more than they would have produced in their countries of origin. Better integration outcomes could increase the economic contribution of migrants by up to \$1 trillion annually⁽¹⁸⁾.

Benefits in Origin Countries



In 2015, migrants sent \$432 billion to developing countries of origin— triple the amount of money sent globally as development aid (\$132 billion)



The flow of money from migrants represents a reliable source of income for millions of families



During the global financial crisis in 2008, direct foreign investments in developing countries dropped 89% while remittances only dipped 5%

Benefits in Destination Countries



Over the past 10 years, migrants accounted for 47% of the increase in the workforce in the United States and 70% in Europe



Migrants fill important jobs regarded by the native labor force as unattractive or lacking career prospects



Migrants contribute to labor-market flexibility, especially in Europe



Migrants contribute more in taxes and social contributions than they receive in benefits

Source: World Bank Group (WB)⁽¹⁹⁾, Organization for Economic Co-operation and Development (OECD)⁽²⁰⁾, Office of the United Nations High Commissioner for Refugees (UNHCR)⁽²¹⁾.

Caption: Migrants make clear economic contributions to their host countries, refuting common misconceptions that they detract from the financial health of their new homes. In advanced, ageing economies, newcomers are fundamental to keeping aggregate demand high and the workforce stable. They also benefit the economies of their countries of origin by sending money through remittances, earning exponentially more than they would have otherwise.

MIGRANTS CONTRIBUTE TO POPULATION AND ECONOMIC GROWTH IN CITIES

Migrants around the world have helped fuel population and economic growth in the cities they have moved to. In the United States, for example, migrants have helped breathe new life into the cities of the “Rust Belt,” the country’s economically-challenged former industrial heartland. Other American cities, like New York and Chicago, have developed successful programs to attract migrants in order to help revive their economies after losing hundreds of thousands of their residents in the 1970’s and 1980’s. Similar strategies have been adopted in Europe, where declining birth rates are leading to an aging workforce and cities are attracting young migrants.

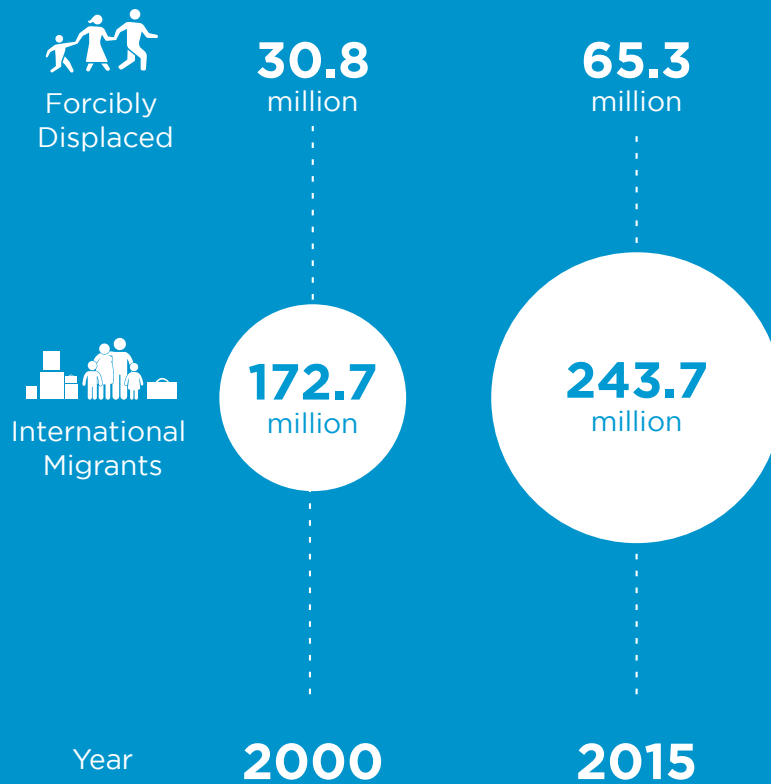
Research on urbanization has found that expanding populations have been the primary driver of rapid GDP growth in major cities and migrants account for a significant portion of this trend⁽²²⁾.

Credit: MPR News.



MOST MIGRANTS MOVE VOLUNTARILY, BUT FORCED DISPLACEMENT HAS SPIKED IN RECENT YEARS

A large majority of the world's migrants move across borders by choice, often to pursue economic opportunities. The flows of forcibly displaced people are smaller than voluntary flows, but are unexpected and result in large waves of migration within short periods of time.



Source: Office of the United Nations High Commissioner for Refugees (UNHCR)⁽²³⁾.

Caption: In 2015, the total number of forcibly displaced people (Refugees, Asylum Seekers, and Internally Displaced Persons) in the world was estimated at 65.3 million, representing about 26% of all international migrants.

FORCED DISPLACEMENT IS AT AN ALL-TIME HIGH, WITH MORE THAN 60 MILLION PEOPLE WORLDWIDE FLEEING THEIR HOMES

In what is considered the highest level of forced displacement in recent history, one in every 113 people is now either an asylum-seeker, internally displaced person (IDP) or a refugee escaping conflict, violence, or human rights violations⁽²⁴⁾.

21.3 m
Refugees

3.2 m
Asylum
Seekers

40.8 m
IDPs

In 2015, 65.3 million people were forcibly displaced in the world, compared to 40 million at the time of World War II⁽²⁵⁾.

Source: Office of the United Nations High Commissioner for Refugees (UNHCR)⁽²⁶⁾.

Caption: Most forced migrants are internally displaced persons (IDPs) – people that have been uprooted from their homes but, unlike refugees or asylum seekers, are living within the borders of their origin countries.

Credit: TJump / The International Rescue Committee



Credit: TJump / The International Rescue Committee

DISPLACED POPULATIONS STAY IN HOST COUNTRIES LONGER THAN THEY USED TO

Authorities often assume that displaced populations are only temporary and will return home in the near future. In fact, people are staying in host countries longer than they once did. This is partially because fewer conflicts are now resolved within three to ten years. The longer displaced people stay away from their origin countries, the more challenging it is to go back. After years away, immigrants are likely to have lost their income, family connections, and properties.

The average duration of displacement grew from nine years in the 1980s to 20 years by the mid-2000s. Less than one in 40 conflicts is now resolved within three years, and more than 80% last for more than 10 years⁽²⁶⁾.

In 2014 the number of refugees in protracted displacement was

12.8 million



“That’s more than the total population of Greece”

Source: Overseas Development Institute (ODI)⁽²⁶⁾.

Caption: Almost two-thirds of all forcibly displaced people have been displaced for at least three years, otherwise known as “protracted displacement”. Half of all displaced people have been displaced for over ten years.



INCREASINGLY, DISPLACEMENT IS DRIVEN BY NATURAL HAZARDS, NOT CONFLICT

In 2015, extreme weather events displaced 19.2 million people . While conflicts may abate or end, the ravages of climate change ensure this pattern will continue, and very likely grow more significant.

The Convention Relating to the Status of Refugees does not cover environmental migrants, whose numbers are expected to rise to 200 million people by 2050⁽³⁰⁾.



Credit: Daily observer.

DISPLACEMENT IS INCREASINGLY AN URBAN PHENOMENON, WITH SETTLED CAMPS BECOMING THE EXCEPTION

The majority of refugees and internally displaced populations move to cities. Unlike camps, urban areas allow refugees to live in anonymity and find support from existing networks of fellow immigrants. But cities also pose distinct dangers. Refugees, asylum seekers, and internally displaced persons may have to compete with native urban residents for limited services and low-paying jobs, and are vulnerable to exploitation, arrest, violence, and discrimination.

The global humanitarian architecture is still adjusting to this new pattern. Traditional frameworks for managing displaced populations still operate under the assumption that the forcibly displaced settle in camps and primarily need short-term humanitarian assistance. In fact, most now stay in cities, where humanitarian organizations are developing new operating models to better deliver aid in urban contexts.

The lack of support to displaced populations in urban areas often creates chronic vulnerabilities⁽³¹⁾.

Table 3: Refugees and Internally Displaced Populations (IDPs) living in cities



Source: Office of the United Nations High Commissioner for Refugees (UNHCR)⁽³²⁾.

Caption: Over 60% of the world's 21.3 million refugees and 80% of the 40.8 million IDPs live in urban environments.



Source: Pittsburgh post gazette



Credit: The Independent

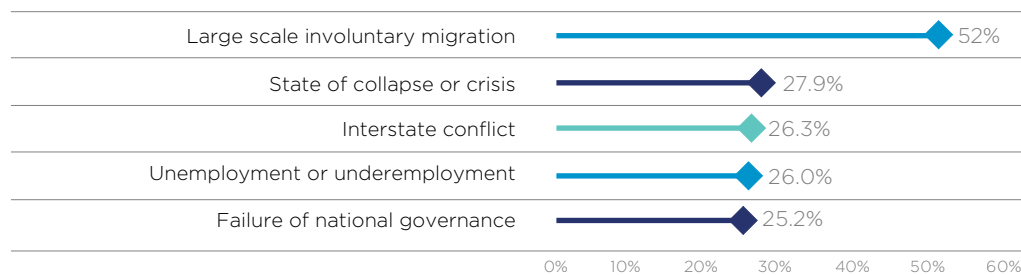
LARGE-SCALE INVOLUNTARY MIGRATION WILL INCREASE IN THE YEARS AHEAD

Despite the growing impact of mass displacement, current approaches are usually short-term and focus on humanitarian assistance, rather than sustainable solutions for the increasingly urban character of migrant settlement.

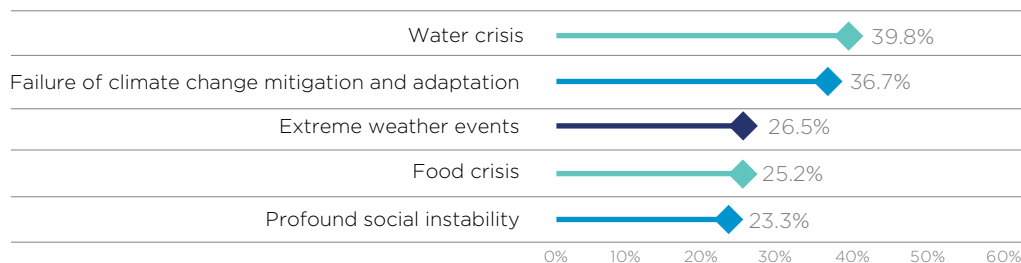
Large-scale involuntary migration and displacement caused by conflict, natural disasters, or economic reasons, is the first most likely, and the fourth most impactful, current risk for humanity⁽³³⁾.

Table 4: The top five global risks of highest concern for the next 18 months and 10 years.

For the next 18 months



For the next 10 years



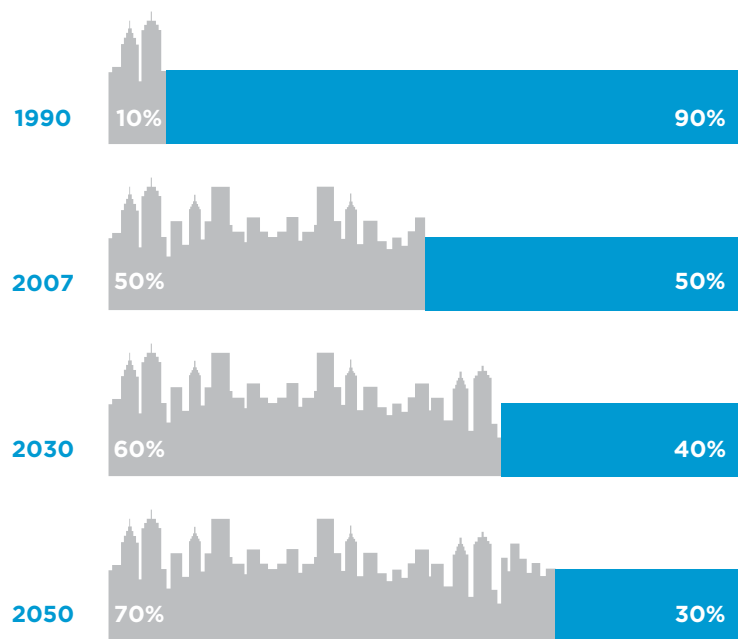
Source: World Economic Forum (WEF)⁽³⁴⁾.

Caption: Top five global risks of highest concern for the next 18 months and 10 years, according to the World Economic Forum's multi-stakeholder communities of leaders from different sectors.

THE ONGOING TREND OF URBANIZATION SETS THE STAGE FOR INCREASED MIGRATION

Over the past three decades, cities have grown at an unprecedented rate, adding an average of 65 million people a year. As urban areas expand, rural migrants are attracted by growing networks, greater economic opportunities, and better services. But, as rapidly urbanizing cities cannot keep pace with their expansion, and lag in developing the infrastructure and services needed to support their growth, recent arrivals now have greater incentives (and resources) to move to countries with a better quality of life.

Table 5. Urban and rural population of the world, 1900-2050.



Between 1.5 and 3 million people are moving to cities every week, making cities much more diverse and vibrant places in which to live⁽³⁵⁾.

Source: United Nations, Department of Economic and Social Affairs (UNDESA)⁽³⁶⁾.

Caption: The planet has gone through a process of rapid urbanization over the past six decades. In 1950, more than two-thirds (70 %) of people worldwide lived in rural settlements and less than one-third (30 %) in urban settlements. In 2014, 54 % of the world's population was urban. The urban population is expected to continue to grow, so that by 2050, the world will be one-third rural (34 %) and two-thirds urban (66 %).



Credit: The Independent.

THE ATHENS NETWORK EXCHANGE: CITIES AND THE GLOBAL MIGRATION CRISIS

Cities are uniquely positioned to learn from one another, and to adapt and replicate good ideas. We developed this document to amplify the lessons of a three-day Network Exchange organized by 100 Resilient Cities and hosted by the Municipality of Athens in September 2016. We hope these stories of leadership and successful practice will catalyze concrete action in cities that could not participate; we also hope the global market and key institutional players engage further as new resilience tools, policies, and funding mechanisms are developed.

In September 2016, the Municipality of Athens convened Chief Resilience Officers (CROs) from Amman, Athens, Los Angeles, Medellin, Paris, Montreal, Ramallah, and Thessaloniki in Athens, Greece, for a three-day Network Exchange to connect with global experts and share effective city-level practices and tools to address the common challenges of migrant integration in urban settings. Each CRO was accompanied by the city official leading migrant policy at the municipal level.

Our goal was to build on the work our cities have done, not recreate it. We discussed and learned from existing best practices, while filling in gaps with the help of additional resources, such as 100RC Platform Partners—the International Rescue Committee, MasterCard, and Esri—and subject-matter experts, including representatives of the International Organization for Migration, Welcoming America, the Brookings Institution, Mercy Corps, and the Office of the United Nations High Commissioner for Refugees.

THE 100 RESILIENT CITIES NETWORK EXCHANGE PROGRAM

Cities around the world face similar challenges but solutions don't always scale, often forcing them to recreate work that has already been done elsewhere. The 100RC Network Exchange Program is meant to address this problem, offering CROs and their resilience teams the opportunity to share knowledge, tap into the global expertise of their peers, and connect with technical partners. CROs can then take this new knowledge, go home, and take action with it. Through the Network Exchange, cities also find opportunities to undertake joint projects in areas of mutual interest and benefit. 100RC works to share that knowledge publicly so that cities both within and outside of the 100RC Network can learn from the best thinking in resilience.

OUR RESILIENCE LIVING LABORATORY

The living laboratory of Athens provided a powerful venue for resilience learning and collaboration. Athens currently hosts nearly 15,000 refugees and asylum seekers who rely on its services, and the informal support of the Athenian community—in a city where residents themselves struggle with a 27% national unemployment rate, which leaps to 65% among youth⁽³⁷⁾. As many cities find themselves severely financially constrained, Athens presents a poignant illustration of the need to prioritize solutions that address multiple challenges at once. The city also offers a compelling case for building flexible systems that can effectively respond to these types of changing conditions. Over

the last year, Athens has unexpectedly transformed from a place of transit — almost a million people came through the city in 2015 — to a de facto destination. It is difficult to predict whether Athens will remain a destination in the future, which primarily hinges on how the EU-Turkey agreement, as well as the relocation agreement between EU member states, will affect migration flows. While Athens, like many other cities, cannot accurately predict the exact nature of its future challenges, we can be certain that it must learn to adapt and face them effectively. Learning to plan for an uncertain future is critical.



THE 100RC NETWORK EXCHANGE: GLOBAL PARTICIPATION

At the Athens Network Exchange: Cities and the Global Migration Crisis we provided a forum for several cities with migrant and refugee populations to learn from one another about the practical work of settlement and integration, and the key role of migrant population policy in urban planning. To ensure the lessons from the Exchange could be applied to a wide range of contexts, we invited cities of varying sizes, geographies, and experiences.



8
Chief
Resilience
Officers

14
City
Staff
Members

24
Subject-
Matter
Experts

8
100 RC
Platform
Partners

MONTREAL, CANADA

Of the 50,000 immigrants coming to Québec each year, over 76% settle in Montreal, helping address challenges which include an aging population and a shortage of skilled workers. As a destination, Montreal presents opportunity but also challenges of culture and language.

LOS ANGELES, USA

37.8% of the population of the City of Los Angeles is foreign born. With 54% of Angelinos speaking a language other than English at home, the LA Resilience Team has identified linguistic isolation as a stress affecting the city's ability to both bounce back quickly during crises and thrive in good times.

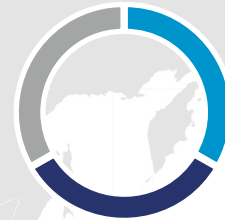
MEDELLÍN, COLOMBIA

Medellin, a city of 2.2 million people, is home to 585,000 of the 8.1 million registered victims of Colombia's long conflict. 72% of those are displaced persons from rural areas.

PARIS, FRANCE

Since 2015, 50 to 60 migrants have arrived in Paris daily. This past autumn, the city opened its first official refugee camp to accommodate several hundred homeless asylum seekers.

Participating cities represent 7 countries and 3 regions



- AMERICAS
- EUROPE
- MIDDLE EAST

Participating experts represent multiple sectors



- BUSSINES
- NGO
- ACADEMIA
- GOVERNMENT

ATHENS, GREECE

In 2015, nearly 900,000 people arrived in Europe by crossing the Aegean Sea. The closure of routes into the European Union in March 2016 stranded over 61,000 people in Greece, transforming Athens—still reeling from a severe economic crisis—from a “transit city” into an “arrival city.”

RAMALLAH, PALESTINE

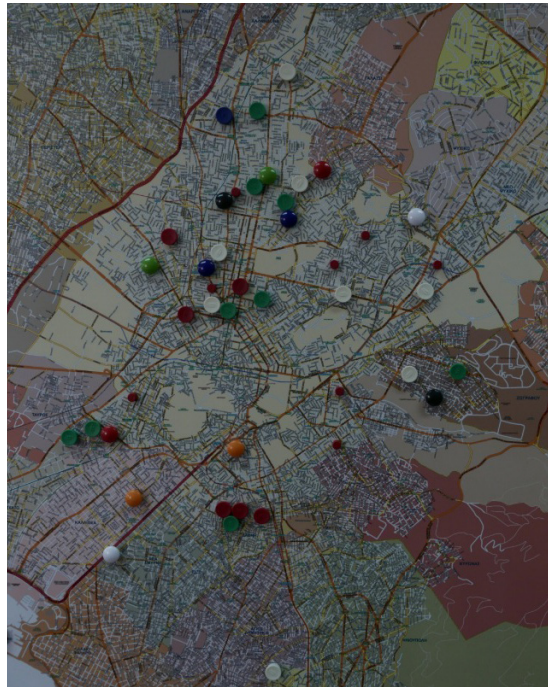
The West Bank is home to nearly 775,000 registered refugees, three quarters of whom have settled in surrounding cities, towns, and villages. The rest still live in crowded camps which present great economic, social, psychological, health, and environmental challenges.

AMMAN, JORDAN

Of the 655,365 refugees registered in Jordan, nearly 181,000 are located in Amman. This influx of people, equivalent to about 10% of the country’s population, has put a strain on the city’s infrastructure and services, including education, water, transportation, and waste management.

THESSALONIKI, GREECE

Since 2015, Thessaloniki has served as a major transit point for migrants travelling to central Europe. Following the closure of routes into the European Union in 2016, Thessaloniki has seen a dramatic increase in the number of migrants remaining in the city, and started to shift its focus to social and economic integration.





WHAT WE DID

During the Athens Network Exchange, we shared resettlement and integration challenges our cities currently face, and innovative best practices they can adapt or from which they can learn. We investigated interdependencies between existing shocks, stresses, and assets in our cities. We visited sites and local organizations to understand how Athens is developing its response to the global refugee crisis and moving toward a more holistic, long-term integration strategy.

DAY 1 CHALLENGES

Athens' city leadership opened the Exchange by providing context setting for the situation in Greece. Participating CROs conveyed global perspectives on the challenge. A panel featuring representatives of the migrant community and local organizations kicked off a series of site visits highlighting Athens' interventions in Victoria Square and the Relocation Scheme Program.



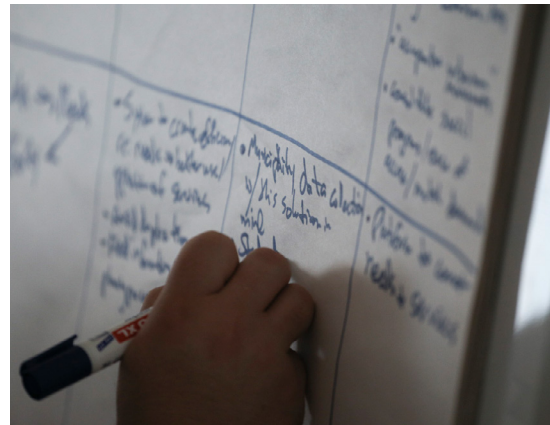
DAY 2 SOLUTIONS

We spent the day working in multi-disciplinary groups around the themes of infrastructure, social cohesion, and economic development, to arrive at best practices and new solutions for managing urban migration while building resilience. The ideas developed through this process directly inspired the actions recommended in this document.



DAY 3 WHAT'S NEXT

We convened with our city teams to distill key insights and define next steps. We produced a selection of promising practices to share with mayors and the broader network, and decided to establish an ongoing Learning Community focused on cities and migration to move our collective work forward.



OUR APPROACH

Building urban resilience requires disrupting business as usual. It means looking at city systems holistically and breaking down traditional boundaries between agencies and sectors to achieve the best, most efficient solutions. It means improving our cities today in ways that also make them better prepared for the risks and unforeseen events of the future.

To avoid replicating traditional emergency management work and operating in silos, we looked at challenges and solutions through the same **City Resilience Framework (CRF)**⁽³⁹⁾ we use for designing resilience strategies in our cities. The CRF, which was developed by Arup with the support of the Rockefeller Foundation, provides a lens to understand the complexity of cities and the drivers that contribute to their resilience. It is built on four dimensions – Health & Well-being, Economy & Society, Infrastructure & Environment, and Leadership & Strategy – which constitute the broad areas of action cities can take to improve their resilience.

We used the framework throughout the process to identify connections between our challenges and facilitate a comprehensive discussion about solutions.

By using this approach to evaluate and set priorities, we hope to unlock the **Resilience Dividend**: instead of investing in a solution meant to tackle a single challenge or improve a single metric, our cities make strategic decisions to improve their overall strength by addressing multiple shocks and stresses at once.

In a recent study, the Overseas Development Institute (ODI) adapted and simplified the City Resilience Framework to identify aspects of the system that are most affected by a rapid influx of displaced people: 1) adequate shelter, health care and protection; 2) basic service provision; 3) economic development and employment; and 4) social and political inclusion and community cohesion⁽³⁸⁾.

CITY RESILIENCE FRAMEWORK (CRF)



LEADERSHIP & STRATEGY

How can municipal leaders effectively respond and manage large influxes of migrants in cities?

How can we ensure that migrants are actively involved in decision-making processes and participate in civic life?

How can we better incorporate migration considerations into city plans and strategies?

INFRASTRUCTURE & ENVIRONMENT

How can we design our physical and natural infrastructure to better support temporary and permanent migration?

How can we ensure effective emergency response and contingency planning in the face of sudden influxes of displaced people?

How can we provide reliable communication networks and multimodal transport systems that better connect migrants to opportunity while fostering integration?

ECONOMY & SOCIETY

How can we build a sense of collective identity and mutual support between migrants and native communities?

How can we ensure transparent policing and create more accessible criminal and civil justice to safeguard the rights of migrants?

How can we tap into migrants' purchasing power, talent, and capacity for innovation to create economic prosperity for all?

HEALTH & WELLBEING

How can we address the daily needs of migrants and their families, including safe and affordable housing, food, water, sanitation, and energy?

How can we improve access to livelihood and employment opportunities, including inclusive labor policies, skill-building and training, and supportive financing mechanisms?

How can we provide adequate access to healthcare and emergency services to safeguard migrants' physical and mental health?

AN EXAMPLE OF THE RESILIENCE DIVIDEND IN ACTION

Developing housing for refugees in underutilized spaces can catalyze other projects and benefits: it can address inadequate or unaffordable housing for the homeless, the elderly, and other vulnerable groups, mitigate climate change effects and improve energy security through retrofits, and beautify and revitalize abandoned neighborhoods. In this way, addressing one immediate problem can solve several at once.

- **CREATES BUILT-IN CAPACITY FOR FUTURE HOUSING EMERGENCIES**
- **PROVIDES AFFORDABLE HOUSING TO DIFFERENT VULNERABLE GROUPS**
- **REDUCES EMISSIONS AND IMPROVES ENERGY EFFICIENCY**
- **REVITALIZES ABANDONED NEIGHBORHOODS**

Caption: In the city of Ostfildern, a new energy-efficient apartment complex houses refugees with formerly homeless people. A community garden encourages communal life. (u3ba Camilo Hernandez + Harald Baumann).

Photo Credit: Markus Guhl

OUR ASPIRATIONS AND STRATEGIC APPROACHES

The following sections lay out the aspirations cities that participated in the Exchange hold for the future as they tackle interconnected challenges associated with increasing migration. To achieve each of these aims, Chief Resilience Officers recommend a series of strategic approaches or actions. Rather than a comprehensive list, they have formulated a blueprint that combines the ambitious and pragmatic, and short-term and long-term approaches, to achieve immediate results without undermining generational change. Some actions are new, while others are already being pioneered in cities and have the potential to take root and becoming common practice across the 100RC Network and beyond. Some can be implemented immediately, while others require further study.

Key:

ASPIRATIONS

Are the visions Chief Resilience Officers hold for the future to guide the way they plan for and manage urban migration

STRATEGIC APPROACHES

Are actions Chief Resilience Officers recommend for achieving their visions

We recognize that achieving these aspirations requires investment in time and resources. This compendium is a call to action, a living document that raises awareness, catalyzes concrete initiatives in other cities, and influences the market and key institutional and financial players as new resilience tools are developed—furthering our collective goal of creating a global practice of urban resilience.

PLAN FOR A DYNAMIC FUTURE

By embracing global migration and incorporating human flows into urban planning, adaptive cities prepare, transform, and thrive in the face of a dynamic future.

- Incorporate migration considerations into the design of key services and infrastructure.
- Establish a city-level office dedicated to the successful integration of newcomers.
- Apply migration considerations to city-wide plans and Resilience Strategies.
- Develop more granular and coordinated data collection to improve integration initiatives.

THRIVE TOGETHER

By valuing and leveraging the talent of migrants, equitable cities create opportunities for all residents and vulnerable populations.

- Improve access to financial services for migrants and other vulnerable groups.
- Create opportunities for migrants to generate income despite rigid labor markets and legal restrictions, through cash-for-work programs and paid training schemes.
- Support immigrant-owned businesses and incorporate the needs of immigrant entrepreneurs into traditional economic development priorities and strategies.

EMBRACE NEWCOMERS

By welcoming and integrating migrants, inclusive and cohesive cities become better places for all residents.

- Promote migration through a narrative that emphasizes common goals, values, and opportunities.
- Promote initiatives that foster regular interactions between new and existing populations to strengthen communal bonds and mitigate the effects of false stereotypes.
- Address migrants' fundamental needs while promoting initiatives that reduce real or perceived competition among newcomers and native residents.

LEAD FOR CHANGE

By partnering with local, national, and international actors, leading cities create an environment for the successful reception and integration of newcomers.

- Actively campaign to receive policy and funding support for managing migrant reception and integration in urban areas.
- Fill in policy and funding gaps through local mandates and public-private partnerships.
- Leverage and improve coordination with humanitarian aid agencies, NGOs, businesses and local organizations, to avoid duplication and maximize collective impact.

PLAN FOR A DYNAMIC FUTURE

By embracing global migration and incorporating human flows into urban planning, adaptive cities prepare, transform, and thrive in the face of a dynamic future.

The majority of migrants move to cities, often overwhelming municipal and humanitarian agencies unprepared for their absorption. Ineffective management of new populations can exacerbate existing stresses and lead to disruptions of a city's interdependent systems and services. A city's resilience depends on addressing migration as a fundamental part of the city's ecosystem, in tandem with transportation, economic development, and other traditional elements of urban planning.

Understanding this, forward-looking cities are institutionalizing migration policies as permanent features of their planning process. The most effective strategies include the incorporation of migration considerations into the design of key services and infrastructure, the formation of departments for immigrant affairs, incorporating migration considerations into city-wide master plans and resilience strategies, and developing more granular data collection to better improve integration initiatives.

Some cities have more autonomy to achieve these strategies than others, but all must account for the day-to-day management of migration and are uniquely positioned to do so even, or especially, in the absence of a national framework.

STRATEGIC APPROACH 1

INCORPORATE MIGRATION CONSIDERATIONS INTO THE DESIGN OF KEY SERVICES AND INFRASTRUCTURE.

City-wide strategies are an essential foundation for long-term integration. However, cities have to address immediate needs, often with limited resources and little national support. To effectively meet both goals, city interventions must address multiple challenges and foster flexibility to changing conditions. City services and infrastructure projects present a clear opportunity for designing these types of interventions. As cities plan key services and infrastructure, from affordable housing to transportation to energy systems, they have the chance to address the needs of migrants while optimizing services for other urban residents, especially the most vulnerable.

Examples from the 100RC Network

Athens - VACANT APARTMENTS FOR REFUGEES ⁽⁴⁰⁾

In collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR), the Municipality of Athens is implementing a housing program that provides rental subsidies for vacant apartments to refugees in need. Beneficiaries also receive pre-paid cards for food, public transport, and hygiene items, as well as support from interpreters, social scientists, and psychologists. Through affordable housing in central neighborhoods of the city, refugees can better access key services, amenities, and opportunities, and also connect more quickly to neighbors who are permanent residents or long-term immigrants. Typical shelter options for refugees make it difficult for new arrivals to learn the local language and make local friends. Through this innovative housing program, the city is helping refugees better adjust to their new lives, and also creating a new blueprint for the settlement of other vulnerable groups, such as the unemployed, the homeless, and future waves of arrivals. By utilizing existing vacant built assets, the city is using its resources more efficiently. By catalyzing community networks, it is also fostering integration and building social cohesion.

Amman – REFUGEE INFLUX CATALYZES BETTER WASTE INFRASTRUCTURE FOR ALL ⁽⁴¹⁾

As the influx of refugees from Syria continues to strain many of Jordan's resources, the European Bank for Reconstruction and Development (EBRD), and other development agencies, will loan the Greater Amman Municipality 102 million to finance solid waste infrastructure that the capital urgently needs. The sharp rise in the population in and around Amman has led to a 25% increase in the levels of waste generation, making this an essential investment. The city is making it part of a comprehensive program to reform the solid waste sector that will lead to the generation of renewable energy, reduction of CO2 emissions, and creation of new jobs. By leveraging international investments for the modernization of the waste sector, the city is reducing the environmental and social impact of the sharp rise in the number of people living within its boundaries, while improving services for all residents.



Credit: 100 Resilient Cities

Practitioner Resources

The Fiscal Policy Institute and Welcoming Economies Global Network
THE LANDBANK INTERACTIVE TOOL ⁽⁴²⁾

The Fiscal Policy Institute and WE Global have developed an interactive tool to help city officials measure how many potential immigrant households currently living in a city could qualify for ownership of vacant and distressed housing. The tool shows that immigrants have high rates of potential home ownership in 23 cities, suggesting that efforts to encourage homeownership and/or vacant property purchase could yield significant returns by targeting immigrant groups.

Access the interactive tool: www.weglobalnetwork.org/landbank

[READ THE REPORT](#)

Try the Tool

How many immigrants in your city could buy and rehab an abandoned property?

CHOOSE CITY TOTAL COST OF PURCHASE AND REHAB
Detroit 50,000

IMMIGRANT HOUSEHOLDS WHO COULD PURCHASE AT THIS COST: 3,310
IMMIGRANT SHARE OF HOUSEHOLDS: 6%
IMMIGRANT SHARE OF ELIGIBLE HOUSEHOLDS: 8%

DETROIT	IMMIGRANT HOUSEHOLDS (at least one adult was born in another country)	U.S.-BORN WHITE	U.S.-BORN BLACK	U.S.-BORN HISPANIC	U.S.-BORN ASIAN	OTHER HOUSEHOLDS**	TOTAL
ALL HOUSEHOLDS	15,828	23,205	207,316	4,466	n/a	9,214	260,418
RENTER HOUSEHOLDS	7,310	7,885	102,975	2,195	n/a	3,779	124,425
NUMBER OF HOUSEHOLDS POTENTIALLY ELIGIBLE TO BUY A HOME	3,310	3,532	33,578	716	n/a	1,408	42,543
RATE OF POTENTIAL HOMEOWNERS (per 1,000 households)	209	152	162	160	n/a	153	163
RATE OF POTENTIAL HOMEOWNERS (per 1,000 RENTER households)	453	448	326	326	n/a	373	342

COSTS (ANNUAL)

WATER	FUEL	PROPERTY INSURANCE	PROPERTY TAX	MORTGAGE	ANNUAL INCOME NEEDED FOR EXPENSES TO BE UNDER 27 PERCENT
\$611	\$1,334	\$619	\$1,550	\$2,900	\$25,000

FOR REFERENCE IN CHOOSING PRICE OF PURCHASE AND REHAB:


20TH PERCENTILE HOUSING VALUE: **19,000**

EQUIVALENT TO A \$50,000 HOME IN DETROIT: **50,000**

Netherlands' Central Agency for the Reception of Asylum Seekers A HOME AWAY FROM HOME: REFUGEE HOUSING SOLUTIONS DATABASE ⁽⁴³⁾


The Netherlands' Central Agency for the Reception of Asylum Seekers (COA) and Chief Government Architect Floris Alkemade jointly launched an interactive database with 366 housing designs that address the refugee crisis and also offer additional resilience dividends. Users can sort solutions by co-benefit (integration, employment, smart materials, etc.), and by whether they want to create a new building or simply improve an existing one. This website is a particularly useful resource for practitioners involved in the development of flexible accommodation and tasked with improving housing for a broad range of residents, including students, the homeless, and the elderly

Access the full database: www.ahomeawayfromhome.nl/en/solutions



AHOMEAWAYFROMHOME.NL


A HOME AWAY FROM HOME is an initiative of the COA Netherlands in cooperation with the Government Architect of the Netherlands.



hosted by:
Nederlandwordtanders

HOME
BLOG: THE MAKING OF
SOLUTIONS
WINNERS
COMPETITION
CONTACT

Transformation




De Tussenruimte

long durability

DIY

local community

New building




Evolutionary wooden houses

long durability

portable

compactness

Transformation



Hotel - Nice to meet you!

long durability

packet

integrated



100RC Platform Partner in Action

**CISCO - DELIVERING
CONNECTIVITY AND
CYBERSECURITY TO
REFUGEES** ⁽⁴⁴⁾

Information and Communication Technology (ICT) plays a critical role in improving the lives of refugees and other people in transit—from mapping their journeys to accessing services at their destinations. Especially in cases of prolonged displacement, access to technology offers opportunities for remote education that can benefit children and online professional training for adults. As the Syrian refugee crisis escalated in 2015 Cisco Systems, the IT giant and 100RC Platform Partner, started deploying its resources to improve service access for refugees in a scalable and sustainable way. Working with nonprofit partners, the multinational company set up Wi-Fi hotspots in refugee camps across Greece, Slovenia, and Serbia, and helped develop first response centers in Germany with real-time translation services. Cisco is also utilizing cloud security software to protect refugees from cyber threats to their identities and safety. Cities can also adapt these tools and services to meet the needs of other vulnerable populations that lack access to connectivity and the multiple benefits it provides.

STRATEGIC APPROACH 2

ESTABLISH A CITY-LEVEL OFFICE DEDICATED TO THE SUCCESSFUL INTEGRATION OF NEWCOMERS

It is ultimately the responsibility of local leaders to set a welcoming tone in their communities. Establishing an office dedicated to immigrant integration within municipal government is an important first step, especially if national frameworks are inadequate.

Having a local single point of contact locally improves the ability of newcomers to find the support they need in an unfamiliar place, and enables local administrators to collect crucial data from immigrants to inform plans and programs led by different city departments.

Cities vary in their history and experience with immigration, and one model does not fit all. But generally, municipal offices for immigrant affairs have a mandate to develop, streamline, and consolidate services for immigrants – from document translation to microfinance support. In most established and autonomous offices, efforts extend beyond delivering and coordinating services to promoting inclusive policies and programs. Municipal offices also play a primary role in strengthening economic inclusion and social cohesion. They do so by cultivating relationships with local businesses to promote access to training and employment opportunities, and organizing local events to build trust between newcomers and host communities.

Examples from the 100RC Network

Montreal – THE NEWCOMER INTEGRATION OFFICE ⁽⁴⁵⁾

The Newcomer Integration Office (Bureau d'intégration des nouveaux arrivants à Montréal, BINAM) grew out of an ad hoc committee established in response to the Canadian government's commitment to take in 25,000 Syrian refugees by 2016. Recognizing that the support extended to Syrian refugees would also accommodate migrants' needs more generally, Montreal expanded the scope of the office. Widening its mandate beyond the current crisis, the city equipped it with a permanent team and budget. The current mission of BINAM is to mobilize and coordinate all city-wide efforts for the successful reception and integration of migrants. To achieve this, the office's work is directed towards developing a professional migrant reception system that consolidates all services offered to immigrants, and strengthens the involvement of neighborhood communities in the socioeconomic integration of their new residents. The office is also tasked with ensuring that all municipal employees who interact with refugees and illegal immigrants are aware of, and comply with, Montreal's 'Sanctuary City' designation, which provides that all residents are entitled to access city services, regardless of their immigration status.

New York City – The Mayor’s Office of Immigrant Affairs ⁽⁴⁶⁾

The New York City Mayor’s Office of Immigrant Affairs is the first city government office in the U.S. dedicated to proactive integration. Beyond advancing strategies to make immigrants feel welcome, the office focuses on issues that impact immigrants on a daily basis, including workforce concerns, poverty, and access to services for undocumented residents. The office has become a model and resource for governments in cities across the United States, including 100RC Member Cities such as Atlanta, Boston, Chicago, Los Angeles, Nashville, Pittsburgh, San Francisco, and Seattle. In their messaging, these offices emphasize that immigrants form an integral part of local communities, and make major contributions to their cities overall, including making them attractive places to visit and invest.



Credit: New York City Mayor’s Office of Immigrant Affairs

Practitioner Resources

**Americas Society and Council of the Americas
OPENING MINDS, OPENING DOORS, OPENING COMMUNITIES (47)**

This data-driven practitioner resource provides guidance to local leaders interested in creating and sustaining successful offices for immigrant integration. Because cities vary in their history and experience with immigration, one model does not fit all. City offices may be devoted to attracting or to integrating immigrants —or a combination of the two. Another dynamic is whether offices are primarily reactive or proactive. Regardless of the exact context of each, municipal offices for immigrant integration in the United States tend to exhibit 10 characteristics:

1. Begin with strong mayoral commitment
2. Build institutional sustainability beyond the mayor
3. Collaborate with unlikely allies
4. Secure technical assistance from partners
5. Track and evaluate success and impact
6. Partner with research organizations
7. Bring together services and civic engagement
8. Develop policies, not just projects
9. Apply a racial justice lens to the work
10. Work together and scale up

The full report offers case studies to guide practitioners in applying these lessons locally, as well as specific tactics to achieve these goals.

**OPENING MINDS,
OPENING DOORS,
OPENING COMMUNITIES:**

**CITIES
LEADING FOR
IMMIGRANT
INTEGRATION**

USC Dornsife
Center for the Study of
Immigrant Integration

AS / COA
WELCOMING
AMERICA
RESILIENT & THRIVING BY DESIGN

**PART II
UNDERSTANDING OFFICES OF
IMMIGRANT INTEGRATION**

It is one thing to grasp the importance of immigrant integration offices in principle, but understanding how Offices identify and implement their activities in practice can be less simple. Additionally, since the field of immigrant integration is still evolving, across the country, a city office that immigrant integration. Nevertheless, after significant work and time spent visiting Offices, speaking with staff, and observing Office projects, we were able to identify a number of general approaches for understanding such Offices.

The best way to do this was to work with three tangible and unique case studies. The first is the Atlanta Office of Immigrant Affairs, an office working to improve the career and services for immigrants in a state and region that has historically struggled to tackle and defuse racial tension. The second city is Pittsburgh, a city that has incorporated immigrant attraction into its strategy to revive the city's flagging economic and neighborhoods. Finally, we examine San Francisco, a city whose municipal policy proactively looks out for immigrant needs, considers immigrants to have a right to a share of the city budget, and is more focused on the trajectory of immigrants over time.

Perhaps you will see traces of your city in one of these case studies. To help that along, we follow each local case with a case analysis about what connects these case studies and other city offices, and we propose three general strategies we think these Offices can do better.

INSIDE CITY OFFICES FOR IMMIGRANT INTEGRATION
Atlanta, Georgia

New Immigrants, Old Settlements, and New Frontiers

Atlanta is emblematic of how the South has emerged as a destination for immigrants from Asia and Latin America. From 2000 to 2015, the Atlanta region gained almost 300,000 immigrants—a 49 percent increase. “Atlanta has become such a magnet due in part to economic restructuring” and growth in its stock of expending industries and new labor markets, which have generated high demand for low-skilled service sector jobs.”

Compared to places like Los Angeles and New York City, Atlanta lacks these features usually associated with cities that offer a smooth path toward immigrant integration: long-standing institutions to incorporate immigrants, mature

FIGURE 3: IMMIGRANTS BY REGION OF ORIGIN, ATLANTA, GA

Region	ATLANTA, GA	ATLANTA, GA
	2000	2015
Latin America	12%	18%
Asia	1%	7%
Europe	1%	1%
Africa	1%	1%
Oceania	0%	0%
Latin America	1%	1%
Latin America (Central)	1%	1%
Percent Immigrant	8%	15%

FIGURE 1: CITY-LEVEL INSTITUTIONS FOR IMMIGRANT INTEGRATION

FIGURE 1: CITY-LEVEL INSTITUTIONS FOR IMMIGRANT INTEGRATION

Legend:
 ■ City Office—Immigrant Services Member
 ■ City Office—Immigrant Services Member
 ■ City Office—Non-Immigrant Services Member
 ■ City Office—Non-Immigrant Services Member

FIGURE 1: CITY-LEVEL INSTITUTIONS FOR IMMIGRANT INTEGRATION

Notes: Official city offices are defined as required entities operating as an independent state department with established government-wide policies to “immigrate affairs.” Other smaller offices are separate units or groups of employees within government departments. They may have the characteristics of official city offices, but are not considered official city offices. This includes the case of cities that have established offices for public-private partnerships. These other bodies do not have the authority to create or administer public policy, and they are not considered official city offices. For each body to be included or omitted from this list, please contact the authors.

Source: USC Dornsife Center for the Study of Immigrant Integration, USC Dornsife Center for the Study of Immigrant Integration, USC Dornsife Center for the Study of Immigrant Integration, USC Dornsife Center for the Study of Immigrant Integration. © 2018 USC Dornsife Center for the Study of Immigrant Integration. All rights reserved.

STRATEGIC APPROACH 3

INCORPORATE MIGRATION CONSIDERATIONS INTO CITY-WIDE PLANS AND RESILIENCE STRATEGIES.

As urban migration places new pressures on resources, cities are planning holistically to meet changing demands and conditions. Only by viewing migration as impacting the entire city ecosystem can cities form effective policy and illustrate the value of newcomers, sending powerful signals nationally and regionally.

We have already seen a wide range of approaches. Some cities have designed city-wide plans that explicitly address migration and create the framework for an immigrant-friendly city. Other cities achieve this by applying a “migration lens” to existing master plans or resilience strategies. Both approaches enable cities to accommodate the needs of newcomers while also unlocking resilience dividends that strengthen a city overall.

Examples from the 100RC Network

Pittsburgh – ONEPGH ⁽⁴⁸⁾ AND THE WELCOMING PITTSBURGH PLAN ⁽⁴⁹⁾

An emblematic “Rust Belt” city recovering from the deindustrialization and population loss it endured in the 1980s, Pittsburgh has revived its economy by supporting new and diverse industries. However, the city continues to suffer from a shortage of labor. Attracting and retaining immigrants has therefore become an essential part of Pittsburgh’s revitalization plan. Along with an initiative to attract at least 20,000 new residents in the next 10 years, the city’s Resilience Strategy, ONEPGH, incorporates Mayor Peduto’s Welcoming Pittsburgh plan for making Pittsburgh more hospitable to immigrants. Derived from community and Advisory Council input, Welcoming Pittsburgh includes a broad set of recommendations in three categories: “Welcome, Neighbor!” focuses on creating community connections; “Bridge to the City” aims to link newcomers to government services, policy, and housing; and “Prospering Together” centers on promoting economic opportunity. Other initiatives range from short-term actions, such as innovative storytelling campaigns, to mid- and long-term actions such as reforming professional recertification processes and launching a municipal ID program. The explicit incorporation of Welcoming Pittsburgh into the ONEPGH Resilience Strategy ensures that local efforts for welcoming newcomers are championed and sustained by a comprehensive city plan.

Practitioner Resources

Welcoming America WELCOMING COMMUNITY PLANNING ⁽⁵⁰⁾, THE WELCOMING STANDARD, AND THE CERTIFIED WELCOMING PROGRAM ⁽⁵¹⁾

Welcoming America is a non-profit, non-partisan organization that provides consultancy support for local leaders in developing and implementing a multi-sector plan to become inclusive, welcoming places for immigrants and all residents. These plans conform to a certification program that evaluates and recognizes achievement of standardized benchmarks for competitive advantage. The Welcoming Standard is organized into seven categories critical to building a welcoming community: Government Leadership, Equitable Access, Civic Engagement, Connected Communities, Education, Economic Development, and Safe Communities. Some requirements include indicators that set out additional detail that the requirement should meet.

Launched in 2009, Welcoming America has spurred a growing movement across the United States, with one in eight Americans now living in a Welcoming Community. Welcoming America's award-winning model is being adopted by a number of 100RC member cities, including Atlanta, Boston, Chicago, Los Angeles, Louisville, Nashville, New York City, Pittsburgh, San Francisco, St. Louis, and Washington D.C., and is already being piloted in cities outside the United States.



THE INTERNATIONAL ORGANIZATION FOR MIGRATION TOOLBOX OF MIGRATION-RELATED ELEMENTS FOR THE CITY RESILIENCE STRATEGY ⁽⁵²⁾

The key expertise offered by the International Organization for Migration (IOM), is its capacity to look at migration from a holistic and integrated way. This document provides a set of prioritized recommendations and operational guidelines to apply the “migration lens” to city Resilience Strategies, helping cities build and strengthen their overall resilience to acute shocks and chronic stresses. The IOM plans to update and enrich the toolbox as its recommendations start being implemented in various contexts.



100RC Platform Partner in Action

THE INTERNATIONAL RESCUE COMMITTEE - ADAPTING AMMAN'S RESILIENCE STRATEGY TO ADDRESS THE NEEDS OF DISPLACED AND MARGINALIZED RESIDENTS

The Resilient Amman team solicited the services of 100RC Platform Partner the International Rescue Committee (IRC) to better understand how the city's forthcoming Resilience Strategy can be more inclusive of displaced and marginalized populations. After conducting interviews, site visits, and workshops in the city, the IRC proposed practical recommendations that were ultimately incorporated into the Strategy. Among the initiatives that the Greater Amman Municipality will pursue as part of this city-wide plan is the establishment of an urban resilience research center that will collect and analyze data on the needs and experiences of displaced populations, with a particular focus on women and girls. The city will also explore opportunities to use "tactical urbanism"—low-cost, temporary changes to the built environment—to promote daily interactions among different community groups. Initiatives such as pop-up football fields, for example, will help create bonds among refugee and native youth groups. As part of a wider initiative to promote local startups, the city will provide co-working space and incentives to support refugee- and immigrant-owned startups, promoting their presence in areas that are typically inhabited by native residents. The city will also create one stop shops in marginalized neighborhoods to help local residents better understand registration and licensing processes for starting new businesses, as well as provide assistance to new businesses that want to employ refugees.

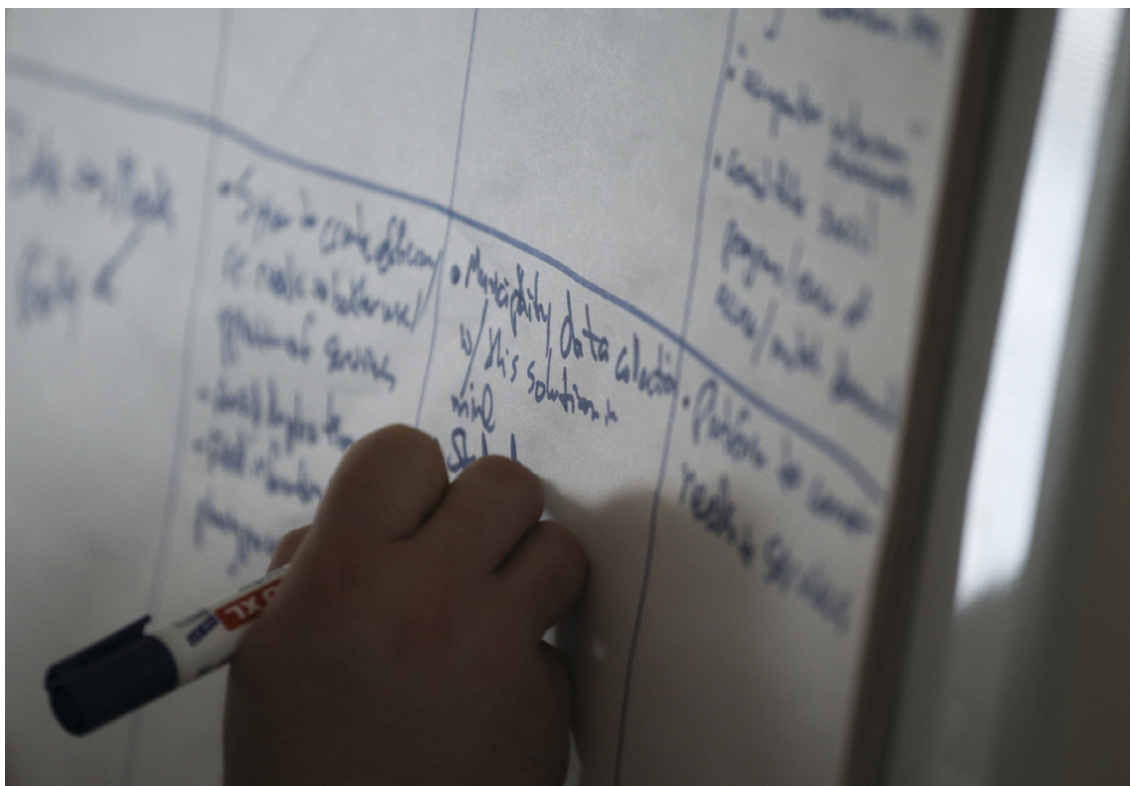
Credit: Samer Saliba / International Rescue Committee

STRATEGIC APPROACH 4

DEVELOP MORE GRANULAR AND COORDINATED DATA COLLECTION TO IMPROVE INTEGRATION INITIATIVES.

Without detailed data on each stage of migration—from journey, to arrival, to workforce integration, to second and third generation outcomes—policy makers and stakeholders are limited in developing the most effective interventions possible. As urban centers continue to attract migrants, the need for more granular data grows considerably. Its availability plays a fundamental role in the success of all the strategic approaches outlined in this report.

We currently see enormous gaps in data collection, but cities that recognize the importance of this issue have begun to address it. Many are gathering reliable data from migrants themselves through welcome centers, and are experimenting with standardizing data capture and building platforms to share the data with different departments, residents, and other cities.



Example from the 100RC Network

Los Angeles - GEOHUB OPEN DATA PORTAL ⁽⁵³⁾

In 2016, the Los Angeles Mayor’s Office partnered with Esri, the world’s leader in geographic information systems (GIS) technology, to launch GeoHub—the city’s new public platform for exploring, visualizing, and downloading location-based Open Data in real time. The portal allows decision-makers, first responders, partners, and the public to access an extensive collection of data from more than 20 different city departments and partners. Users can sort and combine thousands of layers of information sorted into categories varying from locations of immigration service centers to changes in neighborhood demographics. The goal is to help Angelinos better understand their communities, and city departments better coordinate service provision, infrastructure projects, and other planning decisions.

Visit GeoHub at: <http://geohub.lacity.org/>

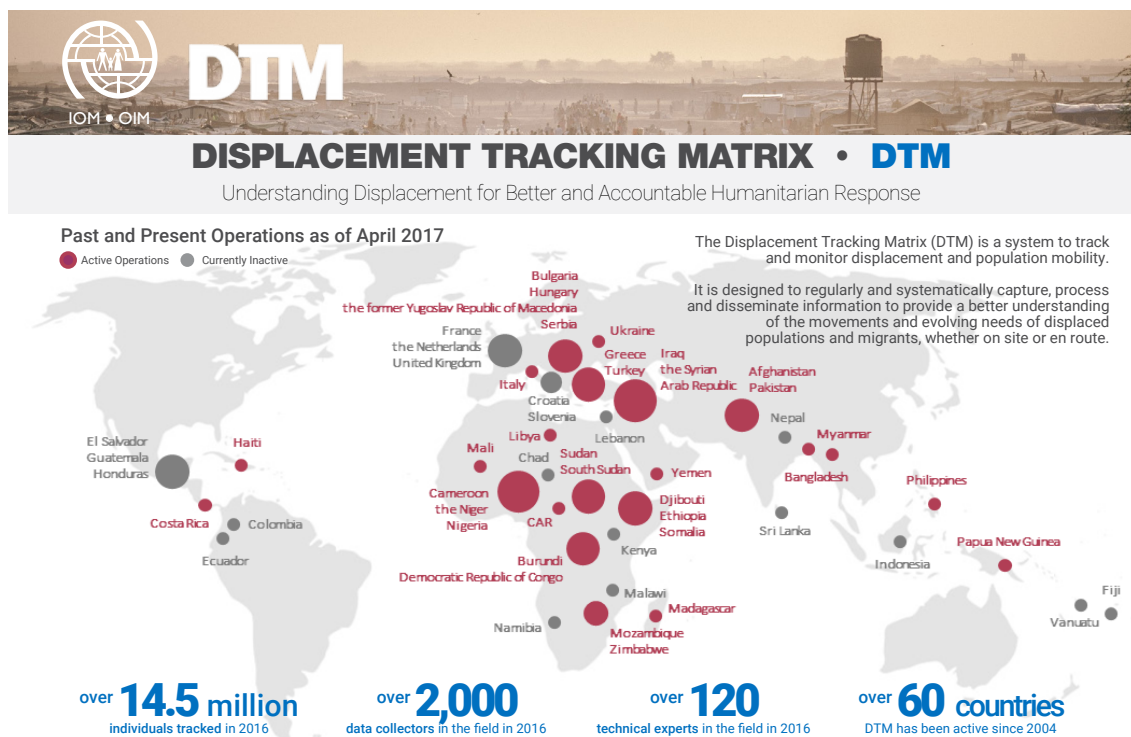


Practitioner Resources

**International Organization of Migration
DISPLACEMENT TRACKING MATRIX ⁽⁵⁴⁾**

The Displacement Tracking Matrix (DTM) is a system to track and monitor population displacement and mobility. It is designed to regularly and systematically capture, process, and disseminate information on the movements and evolving needs of displaced populations, whether in situ or en route. With systems ranging from simple databases to comprehensive information management platforms, the DTM offers adaptability and flexibility through mobility tracking, flow monitoring, registration, and surveys. Currently used at the country level, the DTM could be adjusted for application at the city level, where most migrants live.

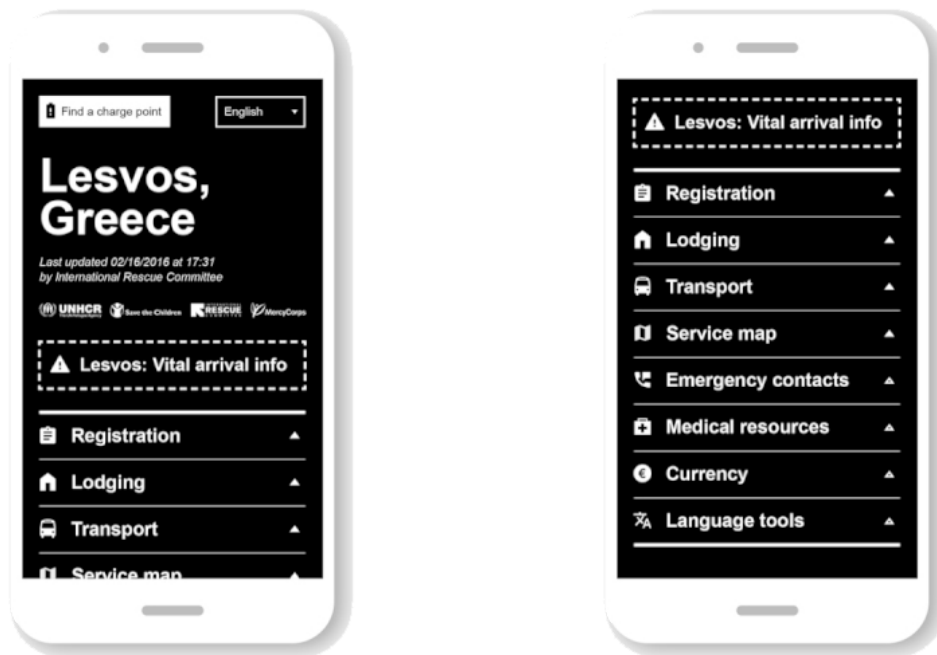
Explore the DTM at: <http://www.globaldtm.info/>



International Rescue Committee REFUGEE INFORMATION HUB ⁽⁵⁵⁾

In partnership with Google and Mercy Corps, the International Rescue Committee developed RefugeeInfo.eu, a platform accessible by mobile phone that provides up-to-date, location-specific information to refugees arriving in Europe. The site provides information about available lodging, transportation options, humanitarian services, medical facilities, and registration processes. It also outlines important laws that affect new arrivals, informing them of their rights and responsibilities. It is available in multiple languages such as Arabic, Pashto, Farsi, and Greek. The site is open-source and built so that it can be deployed in different countries. Cities collecting important data from urban refugees and other displaced populations can become important partners in providing localized information for the platform, helping implementing partners by adding an urban layer to the tool.

Access the Refugee Information Hub at: <https://www.refugee.info/>





100RC Platform Partner in Action

ESRI – SURVEY 123 ⁽⁵⁶⁾

100RC Platform Partner Esri, a world leader in GIS technology, has developed a simple and intuitive data gathering solution to replace less reliable paper-based data collection for practitioners. This tool can be used in different settings, including emergency and humanitarian situations. For example, medical aid workers from Direct Relief used the app to quicken the pace of the triage of Syrian refugees in Jordan ⁽⁵⁷⁾. With the app on their mobile devices, Direct Relief medical teams were able to treat and collect data, while working offline, on more than 1,200 patients in just six days. Municipalities like Paris ⁽⁵⁸⁾ and Thessaloniki ⁽⁵⁹⁾, which have opened urban reception centers for refugees and migrants, can leverage Survey 123 to collect reliable data from the vulnerable populations they aim to serve, and use this needs-based approach to inform important planning decisions.



Photo credit: ESRI

EMBRACE AND INTEGRATE NEWCOMERS

By welcoming and integrating migrants, inclusive and cohesive cities become better places for everyone, especially their most vulnerable residents.

Social cohesion—cooperation between members of a community to achieve shared well-being—is fundamental to urban resilience. Cities are increasingly recognizing its importance and making it central to their planning. Greater social connectivity yields multiple physical and mental health benefits, spurs innovation, and builds capacity, ultimately strengthening the ability of communities to respond and adapt in times of emergency. Communities with strong ties, regular interactions, and shared norms work more effectively to provide help to one another during a crisis.

As refugees and migrants continue to arrive in cities burdened with troubled economies and limited resources, social tensions may increase and threaten social cohesion. Existing vulnerable groups, such as the unemployed, or the homeless, often fear that newcomers may make jobs even scarcer or place greater strain on a city's services. In some cases, this feeds into growing currents of nationalism, and a general fear of economic and social uncertainty.

Cities are adopting distinct strategies to preempt or mitigate these tensions, and in the process, forming an environment where social cohesion can grow. They are pursuing these by building compelling narratives that emphasize common goals and opportunities, and through programs that foster regular interactions between new and existing populations, creating greater bonds and dispelling false stereotypes. Cities have also begun to promote programs that reduce real or perceived competition among natives and newcomers, further solidifying a shared pursuit of opportunity and prosperity.

STRATEGIC APPROACH 1

PROMOTE MIGRATION THROUGH A NARRATIVE THAT EMPHASIZES COMMON GOALS, VALUES, AND OPPORTUNITIES.

When migrants and refugees are viewed as a burden for host communities, practices of exclusion and segregation can grow common, undermining the ability of cities to integrate newcomers and build social cohesion. By reframing the narrative with stories that connect migrants and their neighbors through their commonalities, cities can change the perception of migrants from competitors to agents of change for building stronger communities for everyone.

To dispel the rumors, misconceptions, and prejudices that locals may hold about minorities and immigrants, city and civil society leaders are using different storytelling formats, from social media and advertising campaigns to public video screenings and cultural festivals.

Example from the 100RC Network

Barcelona- THE ANTI-RUMOR CAMPAIGN ⁽⁶⁰⁾

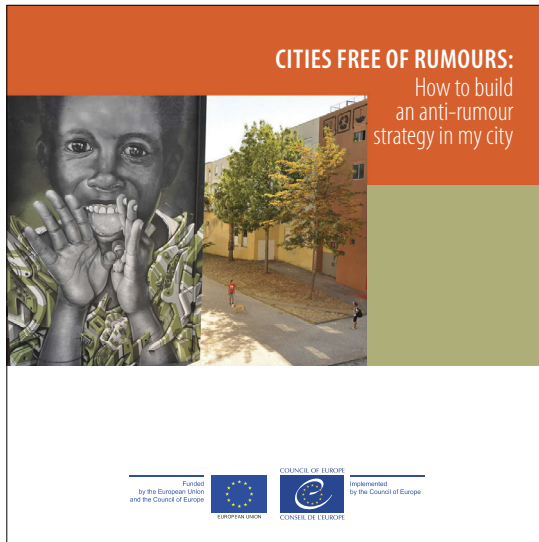
As part of its long-term strategy to improve relations between new immigrants and native residents, the Barcelona City Council launched an innovative public campaign to dispel rumors, misconceptions, and prejudices that local people have about minorities and newcomers. Modeled on successful campaigns that made drinking and driving, and smoking, urgent public issues, the initiative includes a series of videos that satirize various stereotypes, such as losing cultural identity because of immigrants. To publicize its message, the campaign also used a comic book series written by an acclaimed Spanish illustrator, distributed for free at social service centers and libraries. To further entrench the campaign, the city recruited and trained hundreds of 'anti-rumor agents' to dispel myths and spread the message through local organizations and the city's neighborhoods.

Practitioner Resources

Communication for Integration Project - Council of Europe
CITIES FREE OF RUMORS: HOW TO BUILD AN ANTI-RUMOR STRATEGY IN MY CITY ⁽⁶¹⁾

Based on the experience of Barcelona and other European cities that implemented anti-rumor strategies, this handbook provides useful step-by-step guidelines to inspire cities interested in building a more inclusive, open, and intercultural community.

While this guide is mainly intended for the use of local governments, it may be also useful to other organizations and institutions seeking to integrate the anti-rumor approach in their daily work.



”The anti-rumour campaign must be seen as part of a wider ‘openness’ policy, designed to attract talented people partly by being a region that values solidarity and social cohesion – part of the Bilbao culture. We think this is attractive for people as a city to live in. The challenge is to be a ‘smart city’, and the Diversity Management Plan raises awareness of the benefits of diversity.

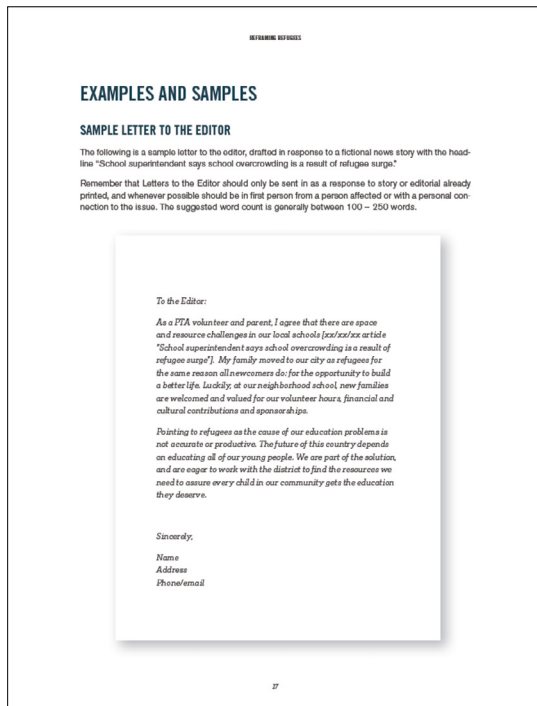
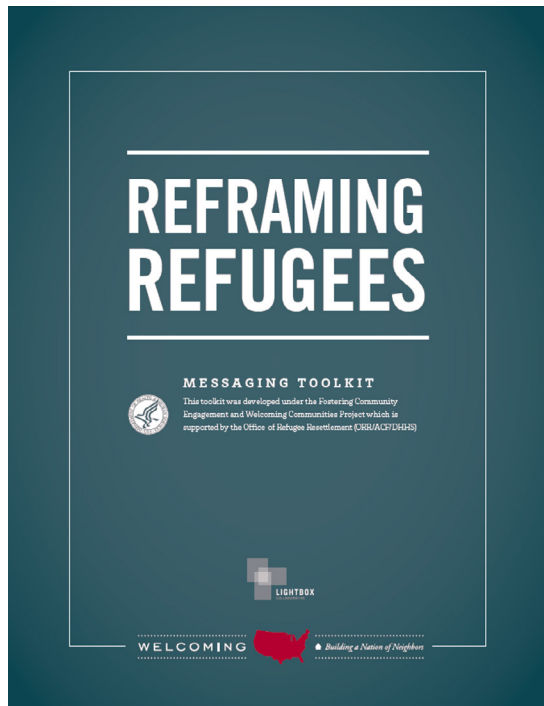
Oihane Agirretxola,
 Councilor for Equality, Co-operation and Citizenship, Bilbao

Practitioner Resource

Welcoming America REFRAMING REFUGEES MESSAGE TOOLKIT (62)

The “Reframing Refugees” message toolkit is designed to help those working with and on behalf of refugees to deliver strong messages encouraging community leaders and policy makers to take action to support refugees in their area. The toolkit includes the following elements to help develop and deliver successful messages:

- A Framework to assess and understand one’s audience.
- Winning Message Themes proven across broad audience testing and the experience of practitioners.
- Storytelling Tools and guidance on how to employ them.
- Examples and Samples: sample press materials, a letter to the editor and talking points for addressing the hard questions.
- A selection of Tools and Resources that will further support efforts to gather and tell stories within the new framework.



STRATEGIC APPROACH 2

PROMOTE INITIATIVES THAT FOSTER REGULAR INTERACTIONS BETWEEN NEW AND EXISTING POPULATIONS TO STRENGTHEN COMMUNAL BONDS AND MITIGATE THE EFFECTS OF FALSE STEREOTYPES.

For most cities, integration efforts rely on social policies normally under the auspices of national, state or regional governments, such as public education, healthcare, and economic integration. But social inclusion depends heavily on the quality of the numerous interactions that occur among the individuals, social groups, and institutions that coexist in the urban environment. Because cities regulate the places where most of these interactions and daily activities take place—schools, places of worship, public squares, workplaces, etc.—local governments have the opportunity to develop effective initiatives to manage diversity and reduce social isolation.

Cities have several points of entry for interventions that foster meaningful interactions between newcomers and long-established residents: orientation and civic education programs, police services, urban land-use planning and housing, transportation and accessibility, economic development initiatives that engage local entrepreneurs, participatory governance, and many others.

To ensure the success of these interventions, it is critical to leverage the skills, expertise, and social or political capital of local actors. Community involvement is a powerful tool for breaking down barriers caused by prejudices and stereotypes on new arrivals. Platforms that allow community members to contribute what they can (time, accommodation, donations, support) and promote integration are an essential piece of this strategy. By engaging with new partners and stakeholders, cities can enhance this work of promoting inclusion and social cohesion. Community leaders such as clergy, hospital administrators, business associations, law enforcement, etc. can bring in community members who normally would not participate in engagement with newcomers.

Examples from the 100RC Network

Los Angeles- PATH TO CITIZENSHIP PROGRAM ⁽⁶³⁾

Of Los Angeles's 3,800,000 residents, more than 700,000 are permanent residents eligible for citizenship. However, cost, paperwork, and language barriers, often prevent eligible individuals from applying, or make them vulnerable to agencies that charge high fees to help process the paperwork. While the city does have multiple non-profit organizations working with immigrant communities, there is no centralized place to consolidate citizenship services. To address this gap, the City of Los Angeles has entered into a partnership with the United States Citizenship and Immigration Service (USCIS) and experienced non-profit organizations, to provide citizenship outreach services via the Los Angeles Public Library (LAPL). Thanks to this partnership, the City was able to establish "Citizenship Corners" in 73 library locations throughout Los Angeles. Each location provides information and resources, meeting room space, and access to study materials, supplemented by a robust and resource-rich website, establishing the LAPL as the starting point on a person's personal path to citizenship.

By making citizenship education part of LAPL's regular services, the city achieves several goals at once: help eligible immigrants apply for citizenship while reducing their vulnerability to unscrupulous agencies; attract new library users and expose immigrants to additional services provided by LAPL, including language training and other cultural programs; educate an array of native residents on the needs of potential citizens while making them personally invested in the program; and establish a framework for collaboration with federal agencies and local nonprofits that can be leveraged for other initiatives. The leadership and innovation showcased by Los Angeles have also given the federal government, and USCIS in particular, a framework for establishing library partnerships and scale the program in other U.S. cities.



Credit: Los Angeles Public Library

Paris- THE CALM INITIATIVE ⁽⁶⁴⁾

In response to the refugee crisis, private companies and public officials in France have prepared a number of temporary and permanent housing solutions that also encouraging engagement with the host community. Through its participation in ‘Social Experiment’ –a government program for placing refugees in private homes to help them integrate into society—the Parisian organization Singa has launched the CALM initiative, short for “Comme à la Maison”, or “Just Like Home”. Via an online platform, the project aims to connect families offering hospitality to refugees who have been granted asylum. This and similar practices can sustain and complement the city’s efforts to meet refugees’ housing needs, and foster interactions and mutual understanding among residents. This program also aims to integrate newcomers in the local economy, as refugees who live with a family, and not in a reception center, tend to find a job more easily through their adoptive family.

Visit the portal at: <http://calm.singa.fr/en/>

Practitioner Resources

**U.S. Office of Community Oriented Policing Services and Vera Institute of Justice
ENGAGING POLICE IN IMMIGRANT COMMUNITIES: PROMISING PRACTICES
FROM THE FIELD ⁽⁶⁶⁾**

This guidebook highlights 10 law enforcement agencies that have demonstrated success in building relationships with immigrant communities in the neighborhoods where they serve. This resource, along with companion podcasts, can provide law enforcement agencies with innovative ideas and strategies for engagement. These relationships help cultivate trust and understanding between the police and the community, which in turn leads to more effective law enforcement.

Visit the featured website offering supplemental materials: <https://www.vera.org/projects/engaging-police-in-immigrant-communities-epic>

Cities of Migration “GOOD IDEAS IN INTEGRATION” DATABASE ⁽⁶⁷⁾

Good Ideas in Integration is a collection of city-level practices that provides innovative and practical approaches to the integration of urban migrants. Each profile includes tips, contact information, further reading, and city data, to help practitioners use and adapt these practices locally, wherever they live and work.

Access the database at: <http://citiesofmigration.ca/good-ideas-in-integration/>

The screenshot shows the homepage of the 'Good Ideas in Integration' database. At the top, there is a navigation bar with language options (English, Français, Deutsch, Español) and a search field. The main header features the 'Cities of Migration' logo and a navigation menu with categories: Good Ideas, Building Inclusive Cities, Conversations in Integration, Learning Exchange, and About. Below the header, the page title is 'Good Ideas in Integration' with a sub-header 'Home > Good Ideas in Integration'. The main content area includes a description of the database, a list of themes (Work, Live, Learn, Connect, Plan) with brief descriptions and 'More' links, and a 'Recent Good Ideas' section listing specific examples from various cities like Toronto, Victoria, and Augsburg. A newsletter sign-up button and a 2016 event banner are also visible on the right side.

STRATEGIC APPROACH 3

ADDRESS IMMIGRANTS' FUNDAMENTAL NEEDS WHILE PROMOTING INITIATIVES THAT REDUCE REAL OR PERCEIVED COMPETITION AMONG NEWCOMERS AND NATIVE RESIDENTS.

To integrate newcomers, and prevent their marginalization, cities must address their fundamental needs first and foremost. From safety and affordable housing, to health, education, and economic inclusion, municipalities must be able to immediately accommodate their newest arrivals. Without this support, poverty and lack of social support often lead immigrants to settle in marginalized neighborhoods. This clustering into isolated communities already disconnected from public services creates a vicious cycle that makes it increasingly difficult for municipal actors to implement integration solutions at scale.

However, new programs that specifically assist refugees or other immigrant groups may lead to resentment from vulnerable native residents, and the perception that their livelihoods could be at risk from more competition.

To avoid this tension, cities are developing programs that address immigrant's fundamental needs while also yielding benefits for other groups, with a particular focus on vulnerable populations. Interventions that create benefits for different communities have proven successful at preempting or mitigating this potential dynamic. However, some cities have difficulty developing these types of programs, because they lack tools that integrate data across departments, effectively articulate overlapping needs of vulnerable populations, or quantify the resilience dividends achieved across different constituencies.

Example from the 100RC Network

New York City – IDNYC ⁽⁶⁸⁾

New York City’s municipal ID program (IDNYC) was created to give New Yorkers – in particular vulnerable communities like immigrants, seniors, veterans, transgender, and gender non-conforming New Yorkers – easier access to city government, financial services such as bank accounts, cost-saving benefits such as discounts on prescription medication or bike sharing memberships, the city’s botanical gardens, libraries, cultural institutions, and identification recognized by local law enforcement and schools. IDNYC has been a transformative program for many vulnerable populations, and especially for undocumented immigrants. The city vows to protect the confidentiality of all IDNYC card applications and never asks applicants about their immigration status. The Police Department was a crucial partner in establishing the municipal ID program, as residents are more likely to report crimes when they have a form of ID that is accepted by law enforcement.

By making it easier for these populations to access city services and other social institutions, the New York City administration has extended a welcoming hand for people on the margins of society, without creating competition. To date, the program has over 1,030,000 cardholders and over 500,000 cultural memberships have been redeemed at partner institutions across the city. More than half of IDNYC’s cardholders use the card as their primary form of identification and over three-quarters of immigrants surveyed reported that the card increases their sense of belonging to the city.



Credit: The New York City Mayor’s Office of Immigrant Affairs

Practitioner Resources

Joint IDP Profiling Service GUIDANCE FOR PROFILING URBAN DISPLACEMENT SITUATIONS ⁽⁶⁹⁾

The 'Guidance for Profiling Urban Displacement Situations' offers a range of methodologies, tools, and case studies for gathering comparative data on the range of experiences, needs, and capacities of both displaced and non-displaced individuals in urban settings. Profiling tools with indicators that enable the identification of displaced, host, and local households enable better comparisons between the experiences and relative vulnerabilities of different groups, ultimately informing more effective programming and advocacy.

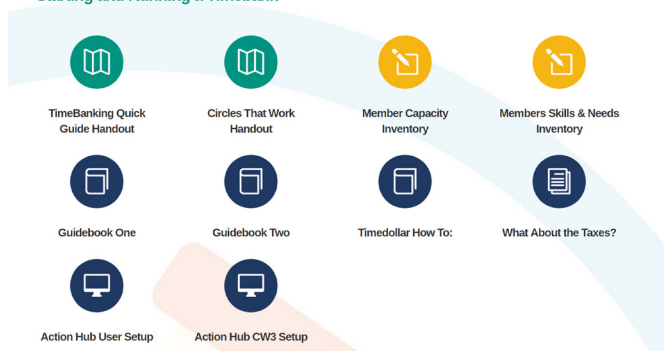
Time Banks TIME BANKING RESOURCE CENTER ⁽⁷⁰⁾

To support the most vulnerable categories of migrants without creating competition, city and community leaders can leverage technology platforms that provide concrete goods and services to people who volunteer their time and services. For example, time banking schemes allow participants to earn credits for their volunteer hours and redeem them for goods and services from others. Even if this system does not provide participants with hard currency, it can help immigrants participate in the informal economy and address some of their needs, as well as actively participate in two-way interactions with the host community.

Time Banks, one of the leading organizations in this space, has put together a library of guidelines and resources to help local leaders establish and run a time bank. See the full suite of resources at: <http://timebanks.org/resources/>

DOCS & GUIDES

Starting and Running a Timebank



THRIVE TOGETHER

By valuing and leveraging the talent of migrants, equitable cities create opportunities for all residents.

While the humanitarian need is well understood, the economic argument for integrating migrants into local labor markets is also gaining a foothold. As populations age, cities can find the talent they need to keep their communities vibrant and economically competitive by embracing the arrival of young migrants. The economic benefits immigrants bring extend well beyond the workforce. Immigrant-owned businesses have helped revitalize communities by employing community members, strengthening the tax base, and growing the local economy. Welcoming newcomers also brings more social and cultural vitality to cities, with diverse ideas and perspectives that fuel innovation.

However, many obstacles stand in the way of the contributions migrants can make. Language barriers, unfamiliarity with the local job market, discrimination, and restrictive policies often limit the ability of migrants to access formal employment. This often forces them to engage in unregulated work, increasing their vulnerability to exploitation. Economic exclusion not only hinders their ability to contribute as employees, entrepreneurs, taxpayers, and consumers in their destination cities, but also to provide a development dividend to their cities of origin in the form of remittances.

Cities are finding ways to lower these barriers and harness the economic energy of new arrivals with initiatives that also empower other marginalized communities. For example, by improving access to financial services, cities are unlocking the economic potential of migrants and other categories of “unbanked” residents. Cities are also creating opportunities for migrants to generate income despite rigid labor markets and legal restrictions, through cash-for-work programs and paid training schemes. By supporting immigrant-owned businesses as part of mainstream economic development strategies, cities are creating business-friendly regulatory environments that not only benefit migrants, but others trying to start or sustain a business.

STRATEGIC APPROACH 1

IMPROVE ACCESS TO FINANCIAL SERVICES FOR MIGRANTS AND OTHER VULNERABLE GROUPS

Too many migrants who live and work in cities remain “unbanked.” Without a bank account, they cannot access basic financial services, like credit, or asset-building instruments, such as loans for a car, small business or home mortgage. A challenge to all vulnerable residents and small businesses, inadequate access to capital poses an even bigger challenge to immigrants.

Greater access to bank accounts and digital cash card programs are critical for enabling migrants to integrate and contribute to their host communities. By creating programs that support different categories of “unbanked” residents, cities can unlock economic potential for all, reducing competition, and creating many co-benefits that arise from a more financially empowered community.

Example from the 100RC Network

San Francisco - BANK ON SAN FRANCISCO ⁽⁷¹⁾

The city of San Francisco launched Bank On San Francisco to improve access to mainstream financial services among the financially excluded, including some categories of undocumented immigrants. The program is a partnership of various local bodies including the San Francisco Office of Financial Empowerment (OFE), the Federal Reserve Bank of San Francisco, and EARN (Earned Assets Resource Network), as well as local financial institutions and community-based organizations. Banks and credit unions that participate in the program allow individuals with little or no banking history to open no- or low-fee accounts with no minimum balance, have their first overdraft charges waived as they learn how to bank, and receive financial education. One particularly unique feature of the program is that it allows Mexican Matricula and Guatemalan Consular ID cards to be used as primary identification for opening accounts.

Practioner Resources

San Francisco Office of Financial Empowerment, National League of Cities, and James Irvine Foundation
JOINBANKON.ORG (72)

The OFE and NLC (with support from the James Irvine Foundation) created a web portal “joinbankon.org,” offering tools and resources for cities planning Bank On programs. It includes tools to help cities conduct surveys of the financial habits and needs of households in their communities, the institutions available to serve them, and local capacity to undertake a Bank On initiative. For example, the “Research Your Community” tool provides estimates of the number of unbanked and underbanked households in a community, and, with a mapping tool, shows the neighborhoods where those households aggregate.



Digital Finance Institute
BANKING ON REFUGEES (73)

The Digital Finance Institute launched the “Banking on Refugees” project to develop a cloud-based branchless bank focused on the distinct needs of refugees. This involves a test pilot with digital payment solutions for refugees, with biometric identification for government agencies and NGOs that complies with global anti-money laundering laws.

100RC Platform Partner in Action

MASTERCARD – CASHLESS ASSISTANCE PROGRAM ⁽⁷⁴⁾

Working with public and non-profit partners, 100RC Platform Partner MasterCard has empowered more than 2.5 million vulnerable people, the vast majority of them being refugees and internally displaced persons. These programs have used the MasterCard Aid Network's humanitarian prepaid and remittance services for faster, safer, and more efficient aid distribution. As part of this effort, the company has partnered with the global organization Mercy Corps to distribute prepaid debit cards to eligible refugees traveling through Serbia and Greece.

Beneficiaries receive cards to make purchases that help them cover their basic needs. Cards provide greater flexibility than cash, reduce fraud, and more efficiently deliver money to the right hands. These types of programs infuse cash into the economy and markets of the communities that are hosting refugees. Based on the belief that financially integrated individuals have greater chances for success, MasterCard has committed to collaborating with public and private organizations to further investigate how vulnerable and marginalized groups, including refugees, can more easily access vital financial services.

STRATEGIC APPROACH 2

CREATE OPPORTUNITIES FOR MIGRANTS TO GENERATE INCOME DESPITE RIGID LABOR MARKETS AND LEGAL RESTRICTIONS, THROUGH CASH-FOR-WORK PROGRAMS AND PAID TRAINING SCHEMES.

National policies often set rigid barriers to economic self-reliance for the most vulnerable newcomers settling in cities, including refugees and undocumented migrants. Frequently, these populations lack the “right to work” and with it the opportunity to be employed or own businesses. In cases where they are allowed to work, their uncertain status in host destinations usually prevents them from getting an appropriate job.

Despite these constraints, municipal governments can collaborate with humanitarian agencies and the private sector to establish opportunities for migrants and other vulnerable populations to generate income. For example, in some cases municipal authorities can offer refugees “Cash-for-Work” opportunities— temporary employment in public projects, such as garbage collection, road maintenance, and community beautification projects. Municipalities can also partner with private sector actors to establish apprenticeship programs that benefit both refugees as well as the businesses they work for, which receive nominally “free” labor for a set length of time. Local authorities can develop programs that provide financial and technical support to local microbusinesses to hire employees from migrant groups.

Example from the 100RC Network

Montreal – EMPLOY NEXUS AND PROFESSIONAL SPONSORSHIP PROGRAM

‘Employ Nexus’ is a project of the Integration Office for Newcomers in Montreal (Bureau d’intégration des nouveaux arrivants à Montréal or BINAM). It offers consultation services to Montreal businesses facing recruitment challenges. By encouraging the hiring of immigrant professionals, the City of Montréal contributes to the growth of businesses in the city and the socioeconomic integration of residents of immigrant origin. The program offers immigrants with specific employment barriers 6-month internships to gain work experience in their respective professions or areas of expertise.

Practitioner Resources

MercyCorps **GUIDE TO CASH-FOR-WORK PROGRAMMING** ⁽⁷⁵⁾

Cash-for-Work is a short-term intervention normally used by humanitarian aid organizations to provide temporary employment in public projects, such as repairing roads, clearing debris or re-building infrastructure, to the most vulnerable segments of a population, including migrants and refugees. In this document, Mercy Corps examines the process of Cash-for-Work (CfW) and provides simple, useful tools for determining the appropriateness of CfW, a general framework for implementation, and the forms and documents necessary for administering CfW programs.



Credit: MasterCard

LinkedIn WELCOME TALENT INITIATIVE ⁽⁷⁶⁾

Through the Welcome Talent initiative, LinkedIn partners with nonprofits, governments, and the private sector to provide refugees services that focus on career development and job accessibility. In February 2016, the company launched the Welcome Talent program as a pilot with the goal of connecting refugees to internships in Sweden and encouraging employers to post opportunities for refugees on LinkedIn. Welcome Talent provides a platform for newcomers and employers in Sweden to easily connect. When employers add #welcometalent to job listings, newcomers can use the hash tag to search for those opportunities. The site also has information, resources, and case studies to help refugees create compelling profiles. During this pilot, LinkedIn partnered with more than 50 companies and helped roughly 2,000 refugees. In the following months, they expanded the Welcome Talent program to Canada and the U.S.



Credit: LinkedIn

100RC Platform Partner in Action

***INTERNATIONAL RESCUE
COMMITTEE - LIVELIHOODS
CENTERS*** ⁽⁷⁷⁾

100RC Platform Partner the International Rescue Committee (IRC) utilizes Livelihoods Centers in cities as one stop shops for refugee and other community residents in search of work. The Centers utilize a “bundled services” approach that includes job matching and counseling, vocational training, apprenticeships, and start-up and growth grants. They also provide legal advice to help navigate the market and avoid risk. IRC works with employers as well, to advocate for fair wages and reasonable work, and to offer clarification on the constraints of hiring Syrian refugees while defining the space that nonetheless exists for providing them employment.

Credit: Jacob Russel / The International Rescue Committee

STRATEGIC APPROACH 3

SUPPORT IMMIGRANT-OWNED BUSINESSES AND INCORPORATE THE NEEDS OF IMMIGRANT ENTREPRENEURS INTO TRADITIONAL ECONOMIC DEVELOPMENT PRIORITIES AND STRATEGIES.

While thriving immigrant entrepreneurs can help cities generate jobs, rebuild commercial corridors, and help stimulate the economy, many face major hurdles to achieve this potential. They often lack access to capital and information about local regulations. In addition, language and cultural barriers, as well as limited personal and professional networks, pose serious challenges to business development and growth. However, when city leaders support immigrant-owned businesses as part of mainstream economic development priorities, they can maximize the potential contributions of this significant source of talent and innovation. For example, by streamlining zoning approval processes, establishing clear and transparent guidelines, and instituting efficient decision-making processes for local boards, cities create a business-friendly regulatory environment that not only benefits immigrants, but others trying to start or sustain a business.

Example from the 100RC Network

Chicago - THE NEW AMERICANS PLAN ⁽⁷⁸⁾

The first of its kind in the U.S., the Chicago New Americans Plan highlights the economic impact of municipal support of the creation and expansion of immigrant-owned businesses, and of strategies to attract and retain foreign talent. Implemented by a dedicated Office of New Americans, the plan calls for establishing centers where immigrants can get information on navigating licensing processes and attaining additional support. This has spurred the creation of tools and policies, such as streamlined license applications, that benefit not just immigrant entrepreneurs, but all small businesses. The Office has also produced step-by-step guides in multiple languages with practical advice about municipal codes and health ordinances to help entrepreneurs understand how to open flower shops, coffee shops, and grocery stores.

LEAD FOR CHANGE

By partnering with local, national, and international actors, leading cities create an environment for the successful reception and integration of newcomers.

Local leaders and policymakers play a critical role in the settlement and integration of migrants in their cities. While migration policies are often managed at the national level, it is cities that absorb the impact of those policies. Yet municipalities are often excluded from relevant conversations and decisions. As a consequence, many city leaders fail to realize their potential to create an urban environment that more effectively integrates those arriving in their cities.

As the participants in the Network Exchange continue to prove, cities can create powerful and effective integration policies, the influence of which is felt well beyond their own communities.

The strategies many cities have already adopted have led to greater coordination, sustainable solutions, and the opportunity to use local evidence to influence national policy. Regardless of a respective city's national context, local efforts can affect the conversation at the national level. By viewing migration as an opportunity, and seeking ways to unlock its potential, different partners can collaborate to identify solutions that create overall resilience.

STRATEGIC APPROACH 1

ACTIVELY CAMPAIGN TO RECEIVE POLICY AND FUNDING SUPPORT FOR MANAGING MIGRANT RECEPTION AND INTEGRATION IN URBAN AREAS.

Cities are powerful agents of change at the local level, but they must also engage with regional, national, and international policymakers to achieve systemic change. Lack of adequate resources, and obstructive national policies, may considerably limit the agency of local leaders to implement practical solutions. For example, restrictive national labor laws can severely inhibit the integration of refugees in the local formal economy. National cuts to city budgets can also hinder the ability of municipalities to provide sufficient public services in the most marginalized neighborhoods. While local leaders cannot change national laws themselves or reverse budget cuts, they can advocate for better policies and funding support from higher levels of governments in order to create an environment within which they can effectively operate. To achieve this, and in turn give impetus for effective policies and successful practices to be adapted and replicated by others, they have the responsibility to tell their stories so that effective policies and successful practices can be adapted and replicated by others.

Examples from the 100RC Network

London, New York City, and Paris - “OUR IMMIGRANTS, OUR STRENGTH” NEW YORK TIMES OP-ED ⁽⁸⁰⁾

Mayors are public symbols of the values and aspirations of a city, endowed with the power to set the tone for a city’s, and sometimes a nation’s, policies. In September 2016, New York Mayor Bill de Blasio, London Mayor Sadiq Khan, and Paris Mayor Anne Hidalgo released a joint op-ed in the New York Times enumerating the many ways immigrants enrich and bolster local communities. The piece argued for the continued acceptance and integration of immigrants, while also urging the national leaders meeting for the United Nations General Assembly to take decisive action in support of refugees and migrants. It broadly outlined all three cities’ continued commitment to promote inclusivity through substantive policy and programming at the local level.

Thessaloniki – URBACT “ARRIVAL CITIES” NETWORK ⁽⁸¹⁾

The Municipality of Thessaloniki has joined URBACT’s “Arrival Cities” network, with eight other European cities, to foster social inclusion of migrant populations by sharing good practices between partners and developing solutions collaboratively to common challenges of global migration. In particular, the project has the objective of exchange practices on the following topics: effective use of migrant human capital; access to key services such as housing, health and education; fight against xenophobia; encourage the involvement of the private sector; e-Inclusion.

Los Angeles – DAY OF IMMIGRATION ACTION ⁽⁸²⁾

Mayors can show leadership through publicly stating their support for immigration, and by building broad political and civic coalitions to advocate for and sustain immigrant integration efforts. Los Angeles Mayor Eric Garcetti has advocated at the national level for policies that focus on citizenship, immigration reform, and Deferred Action for Childhood Arrivals (DACA); the latter is a federal policy which allows certain categories of undocumented immigrants entering the country as minors to receive renewable two-year terms of deferred action from deportation along with eligibility for a work permit. Garcetti has advanced this issue through the US Conference of Mayors with the Task Force on Immigration co-chairs and the Task Force on Policing. Most recently, he led the first-ever Cities’ Day of Immigration Action, an effort by mayors in more than 60 cities to mobilize law enforcement, faith leaders, legal advocates, and community organizations in affirming the indispensable role of immigrants in American life, and connecting people with the resources they need to protect themselves and their families. The Cities’ Day of Immigration Action was highlighted by Mayor Garcetti signing the executive directive, “Standing with Immigrants: A City of Safety, Refuge, and Opportunity for All,” which ensures that L.A.’s public servants remain focused on protecting people, serving communities, and saving lives—not inquiring about immigration status or engaging in federal civil immigration enforcement. The Mayor’s Office of Immigrant Affairs has issued a Community Resource Guide for immigrant Angelenos, which includes comprehensive information on civil rights, legal service providers and community organizations that can further assist them.

The guide can be found at LAMayor.org/KnowYourRights.



Credit: Los Angeles Mayor's Office

STRATEGIC APPROACH 2

FILL IN POLICY AND FUNDING GAPS CREATIVELY BY TWEAKING LOCAL MANDATES AND LEVERAGING PUBLIC-PRIVATE PARTNERSHIPS

While mayoral advocacy at the national level is key to create an enabling environment, systemic change does not occur overnight. Municipal governments have to manage the daily impacts of higher influxes of migrants moving to cities, and they have to act quickly, even in the absence of ideal policy framework and adequate resources. This is why local leaders need to be nimble and creative in the day-to-day. In the face of limited mandates, they can leverage some of the competencies they do have in a number of policy areas – from housing and land-use planning to police services and local economic development – and use them to support the needs of the migrant population. In the absence of resources or technical capacity, they can form multi-sectoral partnerships and coalitions with city private, nonprofit, humanitarian, and academic actors to fill relevant gaps.

Examples from the 100RC Network

Paris - MOBILIZING THE PARIS COMMUNITY FOR REFUGEE WELCOME ⁽⁸³⁾

In Paris, the absence of a national framework has led the municipal government to adopt several bold initiatives. It created the first welcome centers for refugees within Paris' city boundaries, and also developed the "Mobilizing the Paris Community for Refugee Welcome" plan, a strategic document that leverages current city competencies for managing other vulnerable groups, such as unaccompanied minors or the homeless, and applies them to the refugee population.

Thessaloniki - OPEN SHELTER FOR ASYLUM SEEKER FAMILIES: AN EXPERIMENT OF LIVING TOGETHER

In 2015, the Municipality of Thessaloniki established the country's first locally administered open shelter for families of asylum seekers. The city government provided an abandoned municipal building in a densely populated neighborhood, and partnered with nongovernmental organizations ARSIS (Association for the Social Support of Youth) and GCR (Greek Council for Refugees), who had the resources and expertise required for the efficient daily operation of the shelter.



Credit: Municipality of Thessaloniki

STRATEGIC APPROACH 3

LEVERAGE AND IMPROVE COORDINATION WITH HUMANITARIAN AID AGENCIES, NGOS, BUSINESSES AND LOCAL ORGANIZATIONS, TO AVOID DUPLICATION AND MAXIMIZE COLLECTIVE IMPACT

Cities are fortunate to have a large number of non-profit organizations, humanitarian aid agencies, private companies, and academic institutions already working with immigrant communities. However, lack of coordination and the complexities associated with collaboration often make it challenging for municipal governments to effectively utilize these resources. Better coordination between these diverse actors will help build local and sustainable capacity for preparedness and response, while supporting municipal efforts for the inclusion and empowerment of migrants.

Examples from the 100RC Network

Athens - PARTNERSHIPS WITH HUMANITARIAN AGENCIES

The International Rescue Committee (IRC) is working with the Athens Municipality to better coordinate with the humanitarian community on integration strategies and better understand the needs of refugees and asylum seekers as they move out of temporary settlements and seek longer-term accommodations within the city's boundaries.

CONCLUSION

Cities stand poised to either let mass migration become an erosive stress or, find opportunity within it to create resilient urban landscapes that are stronger, more flexible, and adaptive to the major challenges of the 21st Century. As the Network Exchange in Athens, and this compendium have shown, collaboration, and forming solutions through a lens of resilience, are key to realizing this potential.

Rather than a catalogue, our descriptive report, “Global Migration Resilient Cities at the Forefront,” is a living document, a blueprint for pursuing innovative strategies, partnerships, and solutions that will yield a resilience dividend and allow cities to grow stronger as a result. It showcases best practices, successful strategies and new resources, but just as importantly, lays the groundwork for further work and collaboration.

New populations affect the entire urban ecosystem, rather than any one discrete part of it. Migratory trends themselves have shifted, no longer conforming to past patterns anticipated by humanitarian agencies and their architectures of support. By viewing migration as a phenomenon that cuts across city and humanitarian sectors, governments, NGOs, and private and public stakeholders can rethink their relationships to migration and to one another. They must also integrate it into their planning for a city’s other major shocks and stresses and form new entry points for meaningful change.

Throughout the pages of this compendium, practitioners can find these new paths and begin to chart their own. They can revisit solutions for other challenges and reconceptualize their use; they can utilize the growing body of technological tools and services for mapping and analyzing data; they can coordinate with city sectors previously working in isolation, and form comprehensive strategies that target all vulnerable populations; they can push national actors to reevaluate existing labor laws that might pose undue obstacles to entrance into the economy, stunting the growth of both the city and its residents; they can look anew at housing and social service policies that may inhibit the absorption of new populations as well as the vitality of a city’s existing residents. And most importantly, they must collaborate to build on what is already a vast arsenal of solutions and experiences.

With this strategic document, we hope to continue the hard work of embracing migrants as part of our future of building urban resilience. Through the collaboration and ingenuity of the Network Exchange’s participants, and their subsequent contributions, we hope to catalyze further solutions and partnerships required for our cities’ future success.

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In “Global Migration: Resilient Cities at the Forefront”, we share 24 international good practices from cities and partners from the 100RC Network, as well as 18 practitioner tools and resources from innovators in this space. These are stories about municipal leaders, local organizations, and international actors that are responding to community needs, and investing in the capital of urban migrants to build more resilient, cohesive, and prosperous cities.

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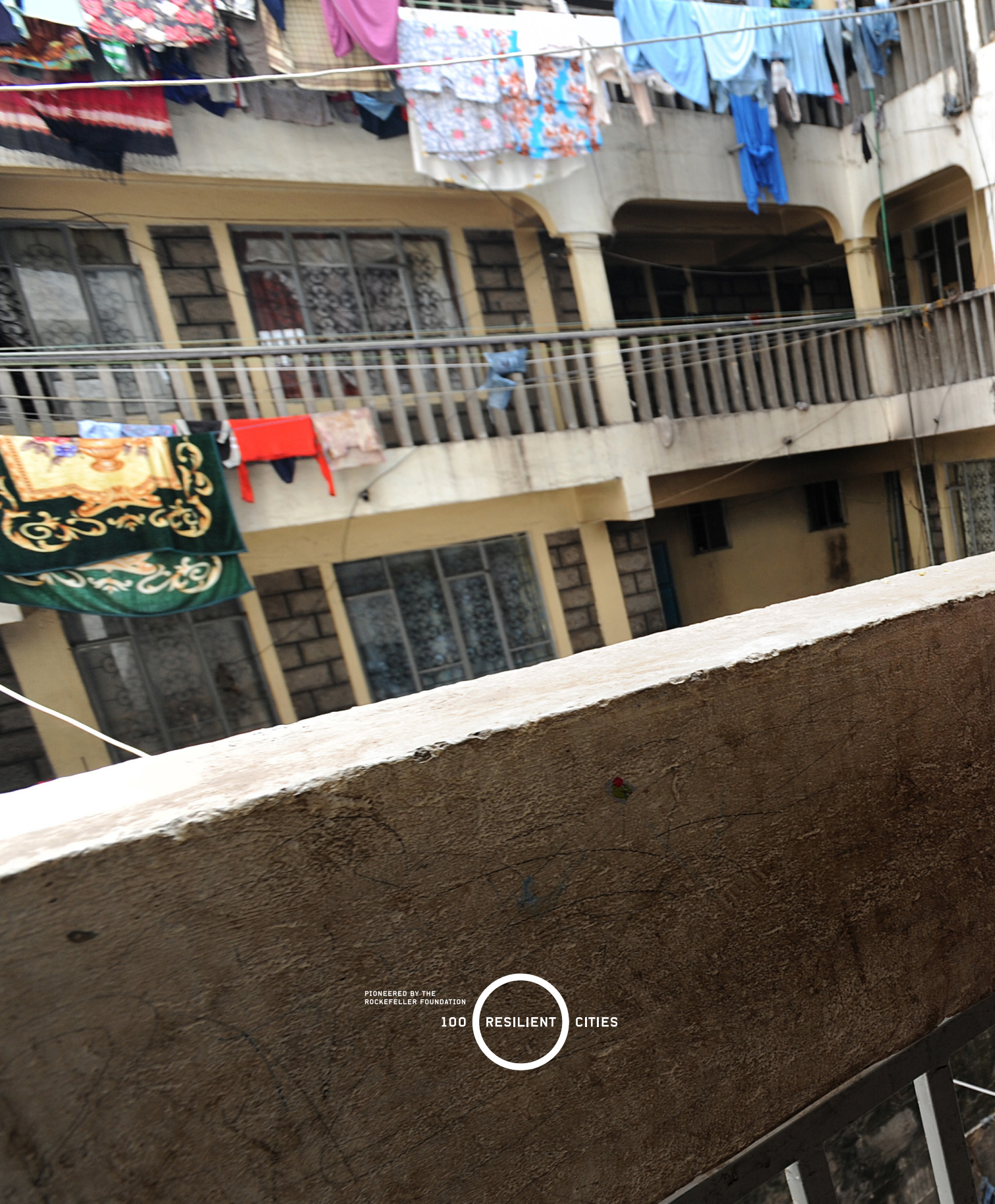
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