



Zurich: Results of the Intercultural Cities Index analysis

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A comparison between 19 cities

Introduction

The Intercultural Cities programme is a joint initiative between the Council of Europe and the European Commission. It seeks to explore the potential of an intercultural approach to integration in communities with culturally diverse populations. The cities participating in the programme are reviewing their governance, policies, discourse and practices from an intercultural point of view. In the past, this review has taken the form of narrative reports and city profiles – a form which is rich in content and detail. However, it is relatively weak as a tool to monitor and communicate progress. The intercultural city index has been designed as a new benchmarking tool for the cities taking part in the pilot phase of the programme as well as future participants.

As of the time when Zurich completed the Index survey, 19 other cities had been included in the Index: Amadora (*Portugal*), Barcelona (*Spain*), Duisburg (*Germany*), Geneva (*Switzerland*), Izhevsk (*Udmart Republic, Russia*), the London borough of Lewisham (*United Kingdom*), Lublin (*Poland*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Neuchâtel (*Switzerland*), Neuköln (*Berlin, Germany*), Oslo (*Norway*), Patras (*Greece*), Reggio Emilia (*Italy*), Rijeka (*Croatia*), Sechenkivsky (*District of Kyiv, Ukraine*), Tilburg (*The Netherlands*), Turnhout (*Belgium*), and Zurich (*Switzerland*).

This document presents the results of the Intercultural City Index analysis for the city of Zurich and provides related policy conclusions and recommendations.

Intercultural city definition

The intercultural city has people with different nationality, origin, language or religion/belief. Political leaders and most citizens regard diversity positively, as a resource. The city actively combats discrimination and adapts its governance, institutions and services to the needs of a diverse population. The city has a strategy and tools to deal with diversity and cultural conflict. It encourages greater mixing and interaction between diverse groups in the public spaces.

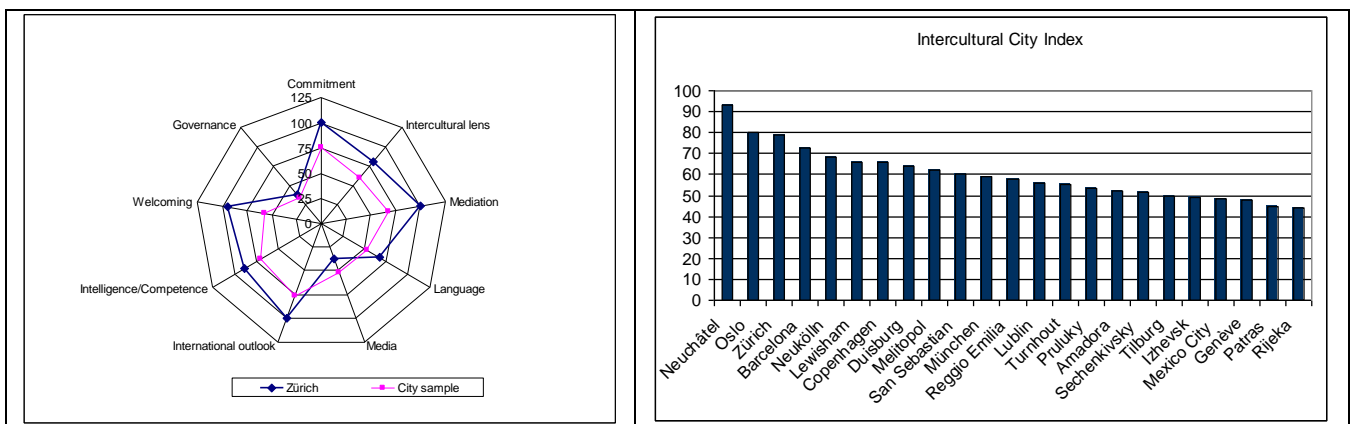
Methodology

The Intercultural City Index analysis is based on a questionnaire involving 66 questions grouped in 14 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general ICC Index).

These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces;

mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of these indicators - education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces are grouped in a composite indicator called “urban policies through the intercultural lens” or simply “intercultural lens”.

The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development; type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach in urban policies and intended only as a tool for benchmarking, to motivate cities to learn from good practice.



According to the overall Index results, Zurich is positioned third among the 19 cities in the sample in relation to the index as it stands at present.

Zurich-An overview

Zurich is a Swiss city. In 2009 it had a population of 382,906 inhabitants. According to 2009 statistics, the majority group-Swiss Citizens- made up 69.3% of the city's inhabitants. 30.7% of the city's population are foreign nationals. 12.5% of the city's working age population are foreign born. Circa half of Zurich's total population are foreign born. The most important ethnic groups in descending order are: German nationals- representing 7.5% of the total population and Italian nationals representing 3.5% of the city's population.

1. Commitment

The optimal intercultural city strategy would involve a formal statement by local authorities sending an unambiguous message of the city's commitment to intercultural principles as well as actively engaging and persuading other key local stakeholders to do likewise.

The rate of achievement of Zurich's commitment policy goals is considerably higher than the city sample's¹: 100% of these goals were achieved, while the city sample's rate for commitment policy is 75%.

Zurich has adopted a number of initiatives which demonstrate its commitment to the intercultural approach. The city council has formally adopted a public statement in favour of diversity and intercultural dialogue. Zurich has designed an intercultural strategy and action plan and a budget has been allocated for their implementation. Zurich has also developed an evaluation process for its intercultural strategy. Zurich leadership frequently makes clear reference to the city's intercultural commitment in public speeches as well as in other communications. The city council has launched an official webpage devoted to the issue. Zurich has a dedicated cross-departmental co-ordination structure which is responsible for its intercultural strategy and action plan. Local citizens who have done an exceptional thing to encourage interculturalism in the local community are acknowledged.

2. Education² policies through the intercultural lens

¹ The term "city sample" refers to the weighted average of the 19 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

School has a powerful influence in society and has the potential to either reinforce or challenge prejudices in a number of ways through the social environment it creates, the guidance it provides and the values it nurtures.

The analysis shows that Zurich's education policy achievement rate is considerably higher (75%) than the city sample's rate (64%).

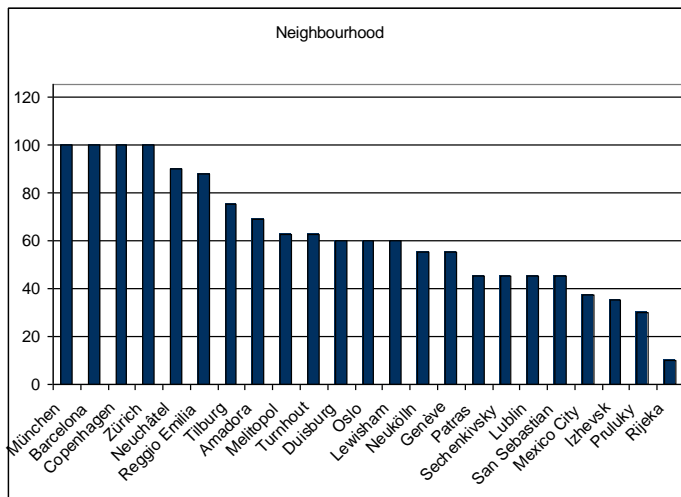
In none of the local primary schools do almost all pupils come from the same ethnic background.

Zurich has put into practice several intercultural education initiatives. Local schools make considerable efforts to involve parents from migrant/minority backgrounds in daily school life. According to the answers provided in the index questionnaire, the city's schools which have a student population whose proportion of non German mother tongues exceed 40% of the total number of pupils are part of the "Quality in Multicultural Schools Initiative" (QUIMS). In 2010 51 of the City's schools were part of this initiative. This programme aims at reducing inequality in education and at raising the standard of education, so that schools will be equally attractive to Swiss middle class parents and pupils and their non Swiss peers. Integration support is one of the main objectives of the program. The initiative also aims at building a shared culture of appreciation, respect and understanding through the use of intercultural mediators to liaise between parents and teachers, as well as the establishment of parent councils. To ensure the success of this programme a dedicated QUIMS officer is selected and receives training through a special certification process. Teachers receive ongoing QUIMS training and the opportunity to network and learn from the experience of other schools. The city promotes local schools which carry out intercultural projects.

Zurich might consider ameliorating its intercultural education approach by ensuring that the ethnic background of teachers mirrors the diverse population in a larger proportion of local schools; as well as by implementing initiatives that increase the level of ethnic/cultural mixing in local schools.

² The term "Education" refers to a formal process of learning in which some people consciously teach while others adopt the social role of learner -(ref. http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

3. Neighbourhood policies through an intercultural lens³



An intercultural city does not require a “perfect statistical mix” of people and recognises the value of geographical proximity and bonding between people of the same ethnic background. However, it also recognises that spatial ethnic segregation creates risks of exclusion and can act as a barrier to an inward and outward free flow of people, ideas and opportunities.

Zurich’s neighbourhood policy indicators are considerably higher (100%) than the city sample’s rate (64%).

In none of Zurich’s neighbourhoods a vast majority⁴ of residents come from the same ethnic background. According to the answers provided in the index questionnaire, the city of Zurich is made up of 34 neighbourhoods and the composition of foreign nationals

³ By "neighbourhood" we understand a unit within a city which has a certain level of administrative autonomy (or sometimes also certain political governance structures) and is considered as a unit with regard to city planning. In larger cities districts (boroughs) have several neighbourhoods. The statistical definition of “neighbourhood” varies from one country to another. Generally, it includes groups of population between 5,000 and 20,000 people on the average.

⁴ For the purpose of this report, a "vast majority" refers to a situation where more than 80% of residents come from the same ethnic background.

varies from 20.8% to 42.6% of the total population. In none of the city's neighbourhoods a vast majority of inhabitants come from minority ethnic groups⁵.

The city council has put into practice various neighbourhood initiatives to increase intercultural interaction and exchanges. Zurich does encourage residents from one neighbourhood to meet and interact with residents from another from different ethnic/cultural backgrounds both within and between neighbourhoods. The local authorities have adopted a policy which avoids ethnic concentration. For instance, a large proportion of the city's inhabitants live in rented accommodation. 25% of the rented flats are provided by the City or through housing associations which have implemented an allocation policy. The city's allocation scheme includes achieving a "good mix" between different social groups as one of the initiative's criteria. The city has various policies and strategies to foster interaction between its citizens including: The Greenbook of the City of Zurich (2006), Spatial Development Strategy (2010), as well as Strategies for 2025 of the city council (2011).

Zurich also promotes interaction within neighbourhoods. For instance, the city council offers "integration credit" which provides financial support to neighbourhood activities. In 2010 the local municipality launched a campaign for neighbourhood initiatives. The city's coordination officers also offer free financial support to neighbourhood activities. Finally, 18 community centres (GZ) offer a wide range of activities as well as promoting interaction within the city's neighbourhoods.

4. Public service policies through an intercultural lens

An optimal intercultural approach remains open to new ideas, dialogue and innovation brought by or required by minority groups, rather than imposing a "one size fits all" approach to public services and actions.

The analysis shows that Zurich's public services policy achievement rate is considerably higher (86%) than the city sample's rate (69%).

The city council has put into practice several intercultural public service initiatives. A specific recruitment strategy ensures that the ethnic background of public employees reflects the composition of the city's population. For instance, local citizens from migrant backgrounds represent a large proportion of the trainees in the city's administration. The city also considers language skills in different migrant languages as a criterion when recruiting employees who are in regular contact with the public. Non-Swiss citizens can seek employment in the local public administration. Zurich provides four out of the five services in the index which are tailored to the needs of the ethnic/cultural background of its citizens. It offers funeral/burial services, school meals and specific sections and times for women in sports facilities.

⁵ By "minority group" we understand a subordinate group whose members have significantly less control or power over their own lives than the members of a dominant or majority group have over theirs. (ref. http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

The local government may wish to ameliorate its public service initiatives in the future, for instance by encouraging intercultural mixing in the private sector labour market. We invite the city of Zurich to consider the following the example of the London Borough of Lewisham in this area. This borough's procurement policies and contracts include an Equalities statement that bidding companies need to show they meet as part of their application.

5. Business and labour market policies through an intercultural lens

Zurich's business and labour market policy indicators are considerably higher than the city sample's: 80% of these goals were achieved, while the city sample's rate for business and labour market policy is 41%.

The city has adopted the following best practice recommendations in its business and labour market initiatives. Zurich has signed a charter which outlaws discrimination in employment. It encourages ethnic/cultural minorities businesses to move beyond localised economies to enter into the mainstream and higher value-added sectors. In 2010, Zurich joined the European network of cities for local integration policies for migrants (CLIP) module on "ethnic entrepreneurship". On the basis of the results of CLIP's case study on the city of Zurich further measures will be taken in 2011. The city council does encourage "business districts/incubators" to facilitate inhabitants from different cultures to mix more easily. For instance, "go" a local trust offers micro credits and consulting services for small start ups. Zurich prioritises companies which implement a diversity strategy when procuring its goods and services. More specifically the city has adopted key standards, for instance with regard to non discrimination as set out by the International Labour Organization.

The City Council's business and labour market policies may benefit from setting up an umbrella organization which promotes diversity and non discrimination in the workplace. An example of setting up such an umbrella organization comes from the London Borough of Lewisham. Here the Chamber of Commerce has recently agreed with Lewisham to work on increasing their membership and particularly Black and Minority Ethnic Group (BME) representation. In Lewisham the Regeneration and Community Strategies promote cohesion through the benefits of a diverse and representative SME base. Current figures show that 70% of people attending pre-start business training are from BME communities.

Lewisham also ran a scheme to train respected people within communities to be business advisors and intermediaries with the mainstream business support agencies. They proved particularly useful in helping Lewisham business open trade links with the countries of origin of migrants.

Another interesting example from Tilburg where two entrepreneur clubs are active in the field of diversity: DOT (Diversity Undertaking Tilburg), and TOT (Turkish Entrepreneurs Tilburg). Especially DOT is stimulated by the local government. It pays

also special attention to the new and young migrant entrepreneurs (often women). In a special project new migrant entrepreneurs are combined with a Dutch experienced and skilled entrepreneur in Tilburg.

Zurich may consider, like Barcelona, to try and persuade companies to join the European Charter for Diversity in Businesses, or like Barcelona and Neuchâtel to inform and give support to initiatives to raise awareness and provide training for businesspeople and executives regarding the management of diversity.

6. Cultural and civil life policies through an intercultural lens

The time which people allocate to their leisure may often be the best opportunity for them to encounter and engage with inhabitants from a different culture. The city can influence this through its own activities and through the way it distributes resources to other organisations

Zurich's cultural and civil life policy goal achievement rate is higher (88%) than the city sample's rate (70%).

Zurich has implemented the following intercultural policies in cultural and civil life. It does use interculturalism as a criterion when allocating grants to associations. According to the answers provided in the index questionnaire, there is no data available on the percentage of grants that go to associations and initiatives based on the interculturalism criterion. However, the city states that due to circa 50% of the population coming from migrant backgrounds a large proportion of local associations are in some way intercultural. For this reason it justifies supporting ethnic associations. Cultural organisations which deal with diversity and intercultural relations in their productions are also promoted. Finally, Zurich organizes public debates and campaigns around the topics of diversity and living together.

We invite Zurich to consider building upon the city's existing cultural and civil life policies by organizing events and activities more frequently in the field of arts, culture and sport to encourage cultural mixing between inhabitants. An interesting example of such an initiative was launched by the town of Oldham. It was introduced after ethnic riots broke out and has successfully brought together children from different ethnicities through sporting activities. Barcelona for instance incorporates aspects of the management of diversity and the attraction of artists and other creative people to the Creation Factories cultural initiative.

Lisbon has also invested in a fleet of school buses which are able to transport kids around the city to attend a wide range of arts and sports activities. He has also issued a School Passport which encourages pupils to attend the city's cultural institutions. He is determined that kids from low income families will not be excluded from the city's cultural riches.

For the 2009 Berlin Karneval der Kulturen, the Paul Hindemith Music School entered a float in the procession, under the banner 'Neukölln - Intercultural City'. The car upon

which the float was built was given on a free loan by the police and the local police station opened up its premises for the building of the float. This was an impressive intervention for a number of reasons: it was one of the few floats not based upon a single ethnic group; it actively involved many young people some of whom might otherwise be considered ‘difficult to reach’; it involved large numbers of Turkish-origin people who, despite being the largest minority group in the area, are not otherwise well-represented in the Karneval.

7. Public space policies through an intercultural lens

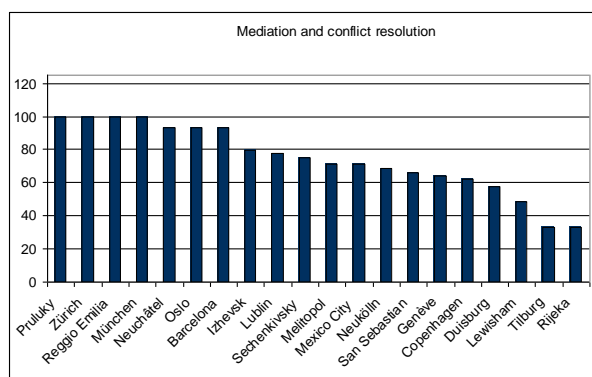
Well managed and animated public spaces can become beacons of the city’s intercultural intentions. However, badly managed spaces can become places of suspicion and fear of the stranger.

The rate of achievement of Zurich’s public space policy goals is considerably higher than the sample city’s: 86% of these goals were achieved, while the sample city rate for public space policy is 69%.

None of the areas in the city are dominated by one ethnic group and make other inhabitants feel unwelcome. According to the answers provided in the index, questionnaire, conflicts in public spaces are often caused by illegal drug consumption, drug trafficking, drinking in public as well as noise complaints. Security Intervention Protection is a specialized mediation service which deals with conflicts in public spaces. However, there are still some areas in the city which have a reputation of being “dangerous”. The city conducts representative surveys which also include questions concerning the perceptions of danger in public spaces. Zurich has found that perceptions of “dangerous areas” vary between different demographic groups, for instance by age and class brackets. The city noted that there is often a difference between the realities and perceptions of dangerous areas.

Zurich’s high benchmarking scores can be attributed to the many initiatives it has implemented in public spaces. The city promotes intercultural mixing in public libraries, museums, squares and playgrounds. According to the answers provided in the index, the mayor’s office has launched a four year strategy to establish and enforce a “Culture of Welcome” within the department. This strategy will involve different measures taken by the city’s different services, for instance by the residents and cultural affairs office. When reconstructing an area, Zurich proposes different forms and places of consultation to reach out to its ethnically and culturally diverse inhabitants. For instance, the city has developed guidelines to structure the participation process. The City’s coordination offices also offer support in connecting different stakeholders.

8. Mediation and conflict resolution policies



The optimal intercultural city sees the opportunity for innovation and greater cohesion emerging from the very process of conflict mediation and resolution.

The analysis shows that Zurich's mediation and conflict resolution policy achievement rate is considerably higher than (100%) the city sample's rate (67%).

The city has introduced some initiatives to achieve its mediation and conflict resolution policy objectives. The city has set up "Konfliktopon" which is a municipal mediation service committed to intercultural issues only. It also offers a generalist municipal mediation service- "Security-Intervention-Protection (SIP) which includes interculturally competent as well as specialized staff. Tikk-a competence centre for intercultural conflicts-is a mediation service with intercultural competence which is run by an autonomous organization. The city offers financial support to this service to deal specifically with discriminatory incidents. The city's ombudswoman acts as a mediator between citizens and the city's authorities. This mediation service is open to everyone including foreign nationals, non-Zurich residents, minors, as well as wards with legal guardians and legal entities. Zurich also provides mediation services in places such as hospitals, in the city's administration, as well as in neighbourhoods, on the streets.

9. Language⁶

Zurich's language policy achievement rate is higher (67%) than the city sample's rate (53%).

Zurich has introduced several initiatives to obtain its language policy objectives. According to the questionnaire, the city does provide specific language training in the official languages for hard-to-reach groups⁷. The city also supports of migrant/minority supports private/ civil sector institutions which offer language training in migrant/minority languages.

⁶ By language we understand an abstract system of word meanings and symbols for all aspects of culture. It also includes gestures and other nonverbal communication. (ref- http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

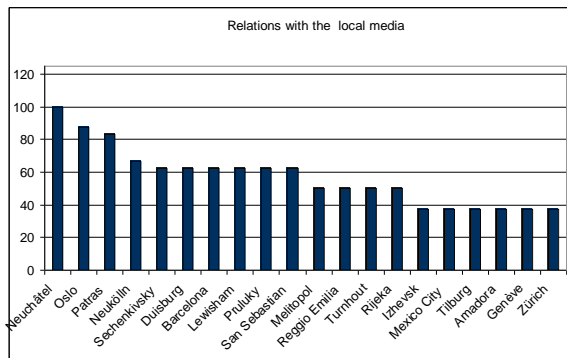
⁷ The term makes specific reference to non-working mothers, the unemployed, as well as retired people

Swiss legislation does not allow municipalities to support media structures. However, the legislation does allow municipalities to support individual projects. According to the answers provided in the survey, the city's "credit for integration" has supported initiatives of a local non-profit radio station. It broadcasts in several languages and the work is mostly done by volunteers. For instance, the city's has supported the development of an "intercultural approach to broadcasting" as well as a German course which was broadcasted.

The city also encourages projects which give a positive image to minority/migrant languages. For example, the city's representatives recommend to parents to raise their children, prior to them attending schooling either in their mother tongue or as bilingual (their mother tongue and German).

The city might consider ameliorating its language initiatives for instance by: providing migrant minority language courses as a mother tongue for migrant children; as well as ensuring that all of the city's citizens are eligible to receive training in migrant/minority languages. For instance, in two schools in Reggio Emilia offer courses for migrant children in their mother tongue whilst their parents learn Italian. Oslo has pioneered efficient methods in adult language education such as project-based learning, inviting students to set up their own company. Students make contact with the local community, learn to make telephone conversations, talk to managers in other companies, apply for jobs...all in real. One of the companies which emerged was a puppet-based story telling of Persian fairy tales.

10. Media policies



The media has a powerful influence on the attitudes to cultural relations and upon the reputations of particular minority and majority groups. Local municipalities can influence and partner with local media agencies to achieve a climate of public opinion more conducive to intercultural relations.

38% of Zurich's media policy goals were achieved while the city sample's attainment rate for these goals is 52%.

Zurich has implemented various media policy instruments. The city also monitors the way in which minorities are portrayed in the local media. Making reference to the

answers provided, one specific policy is adhered to only ‘occasionally’. This consists of promoting a positive image of migrants and minorities in the media through targeted press meetings and dedicated newspaper columns. An interesting example of this type of initiatives is found in Reggio Emilia which has run several pro-diversity workshops involving special editions of local newspapers and TV Sports. They have created a directory of reference persons for media to enlarge the view points expressed in the media.

The city may wish to further explore possible media policies for instance by: providing advocacy/media training/mentorships for journalists from minority backgrounds; as well as instructing the city’s information services to promote harmonious intercultural relations.

An example to consider is Neuchâtel where the cantonal authorities finance the work of a freelance journalist who interviews foreign residents and proposes the stories to local media. This initiative has won the 2011 Swiss integration prize.

Reggio Emilia has run several pro-diversity media projects involving special editions of local newspapers and TV spots. They have created a directory of reference persons for media to enlarge the range of viewpoints expressed in media.

Oslo has an internet service, called “Cultural diversity in the media” informing on concerts, exhibitions and festivals organized by artists with minority backgrounds. The service was established in recognition of Oslo as the multicultural capital of Norway. This pro-diversity coverage of the cultural scene is reflected in the local media (newspapers, radio, local TV).

11. International outlook policies

An optimal intercultural city would be a place which actively sought to make new connections with other places for trade, exchange of knowledge, as well as tourism.

Zurich’s international outlook policy indicators are considerably higher (100%) than the city sample’s (76%).

Zurich has implemented various international outlook policy instruments. The city has put into practice a policy to encourage international co-operation. A specific financial provision has been introduced to achieve this. An agency has been set up to monitor and develop Zurich’s openness to international connections. The city has initiated projects and policies to encourage co-development with Zurich’s migrant groups countries of origin. The city provides support to local universities in order to attract foreign students. In addition, Zurich ensures that foreign student populations take an active part in the city life.

12. Intelligence competence policies

A competent public official in an optimal intercultural city should be able to detect and respond to the presence of cultural difference, and modulate his/her approach accordingly, rather than seeking to impose one mode of behaviour on all situations.

The city has adopted the following best practice recommendations in Zurich intelligence competence initiatives. Information regarding diversity and intercultural relations is mainstreamed to inform the canton when formulating new initiatives. For instance, “Integrationsbericht 2009 der Stadt Zurich” -Zurich’s 2009 Integration report- shows the city’s mainstreaming approach to integration. The city also conducts surveys to find out how inhabitants perceive migrants/ minority groups. Zurich also promotes the intercultural competences of its officials and staff through interdisciplinary seminars, information networks and training courses.

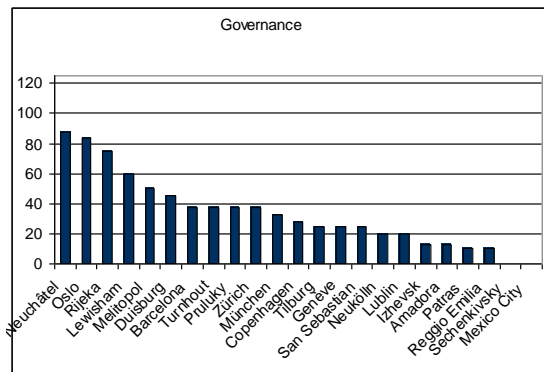
13. Welcoming policies

People arriving in a city for an extended stay (whatever their circumstances) are likely to find themselves disorientated and in need of multiple forms of support. The degree to which these measures can be co-coordinated and delivered effectively will have a significant impact on how the person settles and integrates.

The attainment rate of Zurich’s welcoming policy goals is considerably higher than the city sample’s: 95% of these goals were achieved, while the city sample rate is 57%.

Zurich has implemented several welcoming initiatives, which help explain its benchmarking results in this area. For instance, the city has set up a designated agency to welcome newcomers. Zurich has published a comprehensive package of information to aid newly arrived foreign residents. This applies to all newly arrived foreigners who have obtained a residence permit for a minimum of four months. The city has launched services and agencies which provide support tailored specifically for students, family members, refugees and migrant workers. According to the answers provided in the survey, the city offers specialized services for newcomers including a “welcome desk”, as well as counselling services for German language training. Finally, Zurich greets newcomers in the presence of the city’s officials.

14. Governance policies



Perhaps the most powerful and far-reaching actions which a city can take in making it more intercultural are the processes of democratic representation and decision making.

38% of Zurich's governance policy goals were achieved while the city sample's attainment rate for these goals is 32%.

Newcomers are eligible to vote in local election after “they have obtained Swiss nationality”. An independent political body has been created to represent all ethnic minorities living in the city

The local government may wish to further explore possible governance policies by: establishing standards in the representation of migrant minorities in mandatory bodies which supervise schools and public bodies; as well as ensuring the ethnic background of the city's elected politicians reflects to a greater extent the composition of the city's population.

An interesting example is Reggio Emilia which has introduced an observer city councillor elected by the foreign nationals residing in the city. The city has also signed a “neighbourhood pact” in one of the poorer multicultural neighbourhoods outlining mutual obligations for the city (provision of services) and citizens (management of conflict, organisation of events and activities).

15. Conclusions

In the majority of intercultural strategy areas, Zurich does better than most other cities in the sample. Its leading practices can provide useful insights and examples to other cities in the field of: commitment, neighbourhood, mediation and conflict resolution, as well as international outlook.

Zurich needs to make progress in relation to its media and intercultural governance policies. Neuchatel, Reggio Emilia, as well as Lyon can be a source of learning and ideas for Zurich's future media policies. For instance in Neuchatel the cantonal authorities finance the work of freelance journalists who interview foreign residents and propose the

stories to the local media. Reggio Emilia has run several pro-diversity media projects involving special editions of local newspapers and TV Sports. The city has also created a directory of reference persons for media to enlarge the range of viewpoints expressed in the media. In 2009 the Diversity Club in Lyon launched the Diversity awards event with the largest regional newspaper, “Le Progres”. This event's objective is to highlight pro diversity initiatives and actions. It was attended by 2000 people and was followed by a special supplement in “Le Progress”. It has now become an annual event.

We invite Zurich to utilize the following governance initiatives as a source of learning. Copenhagen has taken a number of actions to improve the representation of migrants in the city administration . The local government offers paid internships specifically targeted at people with minority backgrounds, for instance by requiring they should be able to speak a certain language. It also offers training possibilities for its interns so they can acquire permanent positions. The city council advertises its vacancies through community media groups, as well as Universities with a high proportion of students from minority backgrounds.

In the areas of education and public service initiative, the city of Zurich is achieving a higher proportion of its policy objectives goals than the city sample. However, Zurich may wish to take note of the following examples in order to build upon its intercultural strategy in the future.

Zurich could consider some educational initiatives implemented by Bradford and Reggio Emilia. Both initiatives cited below serve to increase the level of ethnic cultural mixing in local schools. In Bradford, the education authority found that in some neighbourhoods some schools were increasingly polarised into becoming either all white or all non white. This was allowing little opportunity for children to learn more about each other. A process of linking between over 70 local schools has now led to much closer co-operation and joint working between staff and pupils. Pupils have on average made 2.6 new cross cultural friendships since the project began.

Another interesting education initiative has been launched by the Italian city of Reggio Emilia. The city council has established intercultural laboratories in secondary schools to encourage a positive perception of diversity by young people, as well an understanding of the mechanisms behind stereotypes and prejudices.

We invite Zurich to consider building upon the city’s existing public service initiatives. For instance it could refer to what is happening in Tilburg. Here all civil servants who are in regular contact with the general public receive intercultural training. The people who work in the city’s social affairs department also receive diversity training. It is also standard procedure for any new employee to receive such training.

The city may wish to further explore possible business and labour market initiatives for example by setting up an umbrella organization which promotes diversity and non discrimination in the workplace. Since January 2005 the Canton of Neuchâtel has been working in partnership with local watch-making businesses. Its objective is to integrate

its diverse inhabitants into local businesses. It achieves this by: educating local businesses on the realities of the Canton's diverse inhabitants; by publishing material on the legal aspects of discrimination at work; as well as providing factory managers with half day training on intercultural communication.

Zurich might consider ameliorating its language initiatives for instance by ensuring all of the city's citizens are eligible to receive training in migrant/minority languages. The Canton of Geneva may be a source of inspiration in the city's future language initiatives. Here French language courses are open to all, without discrimination and are tailored to meet the needs of specific members of the local community, for instance migrant women. They are offered by various public and private organizations which operate in the canton. In 2009 the canton's Office for the Integration of Foreigners provided financial support to 32 French language projects. They were operated by 19 local associations. The global objective is to ensure that newly arrived foreign citizens are able to reach the level of language fluency that is required in daily situations. This includes for instance to be able to ask for directions, engage in conversations, as well as seek employment and work in French. Language training constitutes one of the most important tools in order to integrate newly arrived migrant communities in Geneva's daily life.