



Reggio Emilia: Results of the Intercultural Cities Index

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A comparison between 70 cities¹

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 new 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 today 70 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora (*Portugal*), Arezzo (*Italy*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Reno (*Italy*), Castellón (*Spain*), Castelvetro (*Italy*), Coimbra (*Portugal*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian² (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Forlì (*Italy*), Fucecchio (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Hamburg (*Germany*), Izhevsk (*Udmart Republic, Russia*), Jerez de la Frontera³ (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*), Lublin (*Poland*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), Patras (*Greece*), Pécs (*Hungary*), Pryluky (*Ukraine*), Ravenna (*Italy*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), San Giuliano Terme (*Italy*), Sabadell (*Spain*), Sechenivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione dei Comuni-Savignano sul Rubicone⁴ (*Italy*), Valletta (*Malta*), Västerås (*Sweden*) and Zurich (*Switzerland*).

Among these cities, 38 have less than 200,000 inhabitants and 32 have more than 15% of foreign-born residents.

¹ This report is based on data contained at the Intercultural Cities INDEX database at the time of writing. The INDEX graphs may include a greater number of cities, reflecting the growing interest in this instrument.

² The Spanish city of Donostia-San Sebastian is hereinafter referred to as San Sebastian.

³ The Spanish city of Jerez de la Frontera is hereinafter referred to as Jerez de Frontera.

⁴ The Italian city of Unione dei Comuni-Savignano sul Rubicone is hereinafter referred to as Rubicone.

This document presents the results of the Intercultural City Index analysis for Reggio Emilia (Italy) and provides related intercultural 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 69 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".

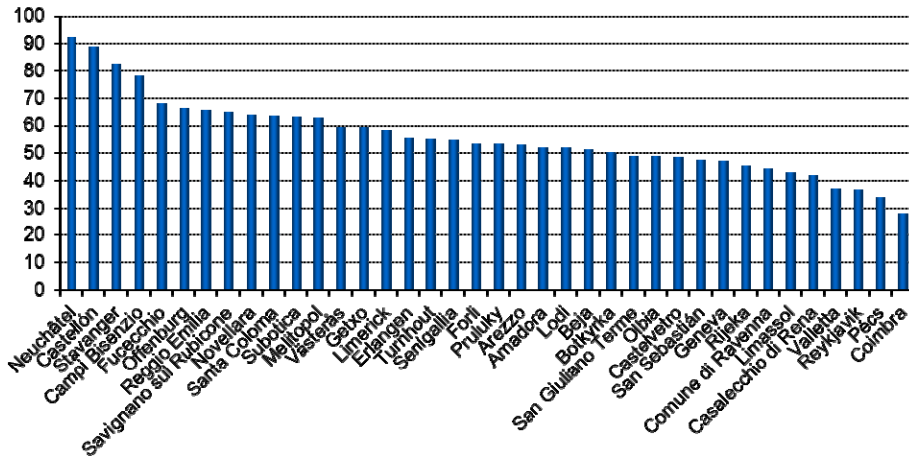
The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development; type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach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

Taking into account the abovementioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled out insofar: the size (above or below 200,000 inhabitants) and the percentage of foreign-born residents (higher or lower than 15 per cent). It is believed that this approach would allow for more valid and useful comparison, visual presentation and filtering of the results.

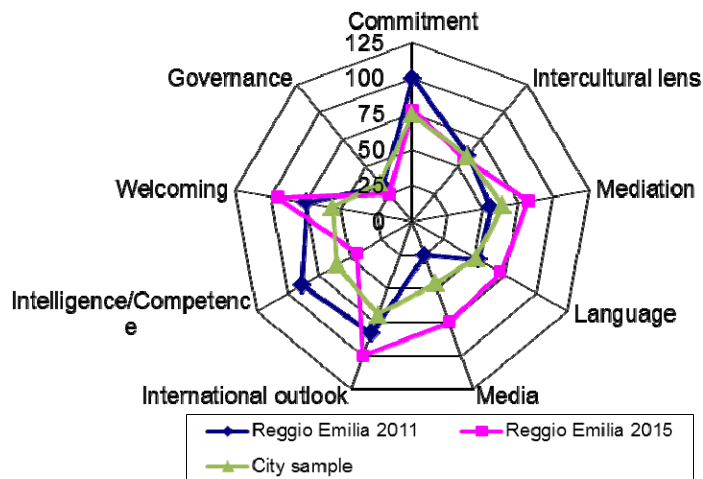
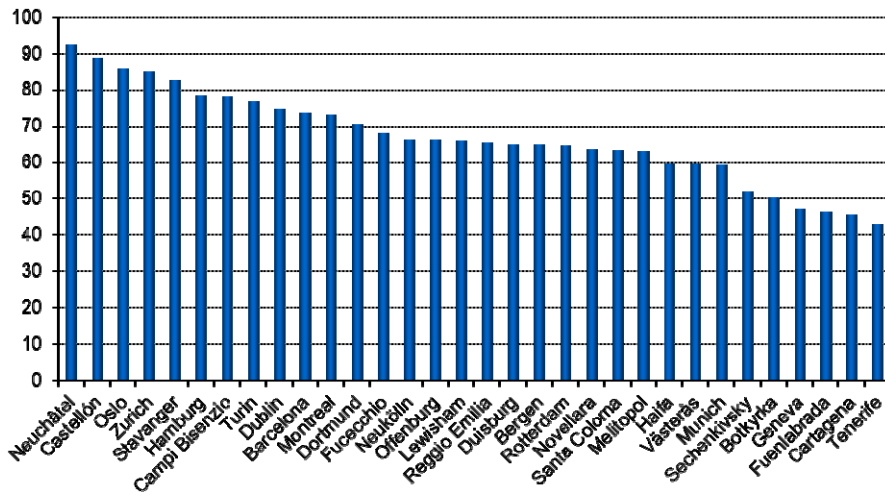
According to the overall index results, Reggio Emilia has been positioned 20th among the 70 cities in the sample, with an aggregate intercultural city index of 65%, same score achieved by the cities of Duisburg (Germany), Bergen (Norway), Savignano sul Rubicone (Italy), Patras (Greece) and Rotterdam (the Netherlands). Reggio Emilia has been ranked 7th among cities with less than

200,000 inhabitants and 17th among cities with more than 15 per cent of foreign-born residents.

Intercultural City Index (ICC) - City sample (inhabitants < 200'000)



Intercultural City Index (ICC) - City sample (non-nationals/foreign borns > 15%)



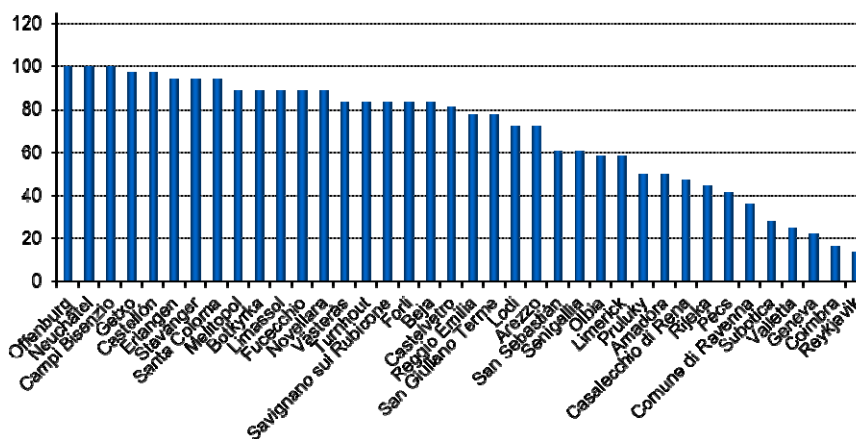
Reggio Emilia – An overview

Reggio Emilia is an affluent city in the northern of Italy, in the Emila-Romagna region. The city counts a population of 172.274 people, among which Italian people represent the majoritarian group (82.24%). Among the non-nationals (17.76%), 55.61% are foreign-born, while 44.39% were born in Italy. Remarkably in 2011 only 22.9% of the non-nationals were born in the Italian country.

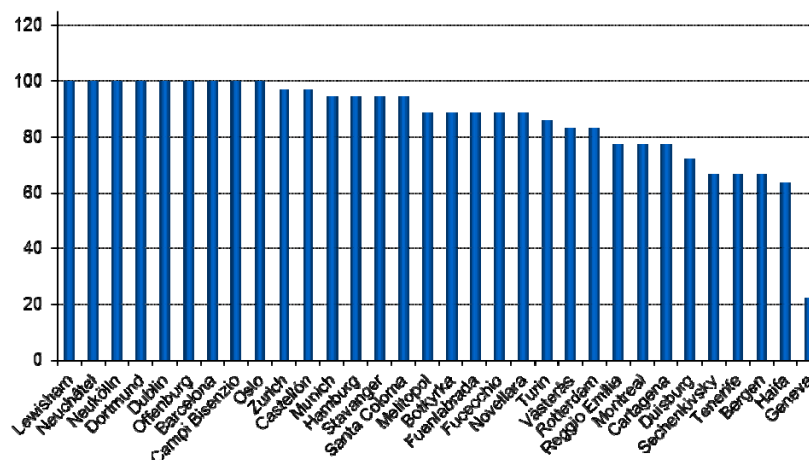
None of the minority groups represent more than 5% of the population. The biggest foreign-population is Chinese (2.13%), followed by Albanian (2.11%) and Moroccan (1.79%). This marks a significant difference in the composition registered in 2011, when Chinese residents only accounted for 1.58%.

1. Commitment

ICC-Index - Commitment - City sample (inhabitants < 200'000)



ICC-Index - Commitment - City sample (non-nationals/foreign borns > 15%)



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 Reggio Emilia's commitment policy goals is higher than the city sample's⁵: 78% of these goals were achieved, while the city sample's rate for commitment policy is 75%. This represents the same score registered in 2011.

Reggio Emilia has adopted a public statement as an intercultural city, as well as an intercultural integration strategy and an intercultural action plan. The city has also allocated a budget for the implementation of this strategy. An evaluation process has not, so far, been foreseen, even if this is implicitly carried out through the evaluation of the objectives of the mandate.

Official speeches and communications by the city often make reference to the intercultural commitment. The new local government has expressed through press conferences, interviews and communications, the desire to decouple the discourse on migration and interculturalism from an only "social service" or "security" point of view.

Reggio Emilia does not provide any means of acknowledging local citizens who have done exceptional things to encourage interculturalism in the city.

The city might consider ameliorating its intercultural commitment by considering the inclusion barometer for evaluating its intercultural strategy developed by Copenhagen. The barometer is based on 16 indicators set out in the inclusion policy and updated every year. All political committees make a yearly status report about the indicators they are responsible for as well as the progress of their action plan and the general inclusion efforts of the administration. These reports are gathered into a common document, which is presented to the City Council.

Furthermore, Reggio's intercultural strategy would also benefit from acknowledging local citizens or organizations that have made an exceptional contribution to encourage interculturalism in the local community. The city of Stavanger, for example, has instituted the Diversity Award, recognizing the organization that has done the extra mile to promote ethnic diversity in the workplace. The money of the award should be used for further development of the diversity work at workplace.

2. Education⁶ policies through an intercultural lens

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.

⁵ The term "city sample" refers to the weighted average of the 70 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

⁶ 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).

The analysis shows that Reggio Emilia's education policy achievement rate (75%) is higher than both the city sample's rate (66%) and the score recorded in 2011 (67%).

In none of the local primary schools almost all pupils are coming from the same ethnic background but the ethnic background of teachers in schools rarely reflects the composition of the city's population. Local schools often carry out intercultural projects.

Schools are making strong efforts to involve parents from ethnic minority/migrant background in school life, through meetings also at the city level (Consigli Infanzia Città). All the communications are, furthermore, multilingual. The Intercultural Center Mondinsieme is analysing the results of a research about the cultural differences, as well as the logistical/linguistic barriers to family participation.

An experimental project is being carried out in the International Center Loris Malaguzzi, to increase ethnic and cultural mixing in schools. The project is located in one of the area where the presence of non-nationals is higher and aims at mixing applications from nationals and residents, offering the experimental Reggio Approach to teaching.

3. Neighbourhood policies through an intercultural lens⁷

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.

Reggio Emilia's neighbourhood policy indicators are higher (75%) than the city sample's rate (63%).

In one or two of Reggio's neighbourhoods people from minority background constitute the majority⁸ of residents. The city has not implemented a structured policy to increase the diversity of residents in the neighbourhoods to avoid ethnic concentration, but some decisions have been taken in this direction concerning social houses.

It is commendable that this topic was addressed by the Programme 2012-2014, focusing especially on injections of investment to upgrade the quality of housing and infrastructure in neighbourhood that are usually populated by minorities groups.

In the railways station area, for example, a major project with IREN (provider of electricity, thermal energy, gas, management of integrated water services,

⁷ 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.

⁸ 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.

environmental services, ..) and the Municipal Environmental Office is being implemented in order to renovate housing and apartment blocks, installing roof gardens and making the district eco-sustainable.

Furthermore the city is active in encouraging residents from one neighbourhood to meet and interact with residents from another from different ethnic/cultural backgrounds, organizing, for example, numerous initiatives like Festival 1,6,7 Contatto, or through the Reggio Est Center.

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 Reggio Emilia's public services policy achievement rate is slightly lower (40%) than the city sample rate (45%), but higher than the 2011 results (35%).

According to the answers provided in the survey, the ethnic background of public employees does not reflect the composition of the city's population and there is no recruitment strategy to ensure this. Furthermore, non-nationals cannot seek employment in the local public administration.

The city takes action to encourage intercultural mixing and competences in private sector enterprises, through the participation to the DELI project (Diversity in the Economy and Local Integration).

Reggio provides all the services listed in the Intercultural cities index which are tailored to the needs of the ethnic/cultural background of its citizens.

In spite of the legislative constraints that are reducing the recruitment pool for public employment to Italian citizens only, Reggio might explore the initiatives of Copenhagen (Denmark) and Berlin (Germany). Thus, the Copenhagen administration offers paid internships to people with minority backgrounds, for instance, on condition that they master a certain language. In Berlin, the recruitment campaign 'Berlin braucht dich' (Berlin needs you) programmed for 2006-2012 aims at diversifying the Senate's workforce by promoting traineeship opportunities and raising awareness of migrant associations and parents. As a result of the campaign, the percentage of trainees with a migrant background increased from 6% in 2006 to 14.5% in 2008.

5. Business and labour market policies through an intercultural lens

Reggio Emilia's business and labour market policy indicator is lower (25%) than the city sample's rate for business and labour market policy (43%), but higher than the one registered in 2011 (20%).

Reggio does not have an umbrella organisation having among its objectives the promotion of diversity and anti-discrimination, but the trade unions are equipped

to intervene in this area and there is an anti-discrimination office within the City Administration.

The city doesn't systematically take actions to encourage business from ethnic minorities to move beyond ethnic economies and enter the mainstream economy and higher value-added sector.

Regarding actions to encourage 'business districts/incubators', they are not, at the moment, linked to an intercultural point of view.

The city might consider, in this regard, the German city of Hamburg, where most of the business incubators explicitly pursue intercultural strategies. One project in this field, supported by the European Social Fund, is the IFW-Interkulturelles Frauenwirtschaftszentrum Hamburg. Hamburg prioritises companies that implement a diversity strategy when procuring their goods and services. Providers are asked for proof of equality of opportunities, gender equality and non-discrimination within their project applications.

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

Reggio Emilia's cultural and civil life policy goal achievement rate is lower (63%) than the city sample's rate (78%), but slightly higher than the 2011 results (60%).

Interculturalism is not used as a criterion when allocating grants to associations and initiatives and the city sometimes encourages cultural organisations to deal with diversity and intercultural relations and it is planning to potentiate this action.

The city organises specific events and activities in the fields of arts, culture and sports for encouraging people from different ethnic groups to mix.

Finally, Reggio regularly organises public debates and campaigns around the topics of diversity and living together.

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 Reggio Emilia's public space policy goals is higher than the sample city's: 80% of these goals were achieved, while the sample city rate for public space policy is 64%. The 2011's indicator was as well lower: 70%.

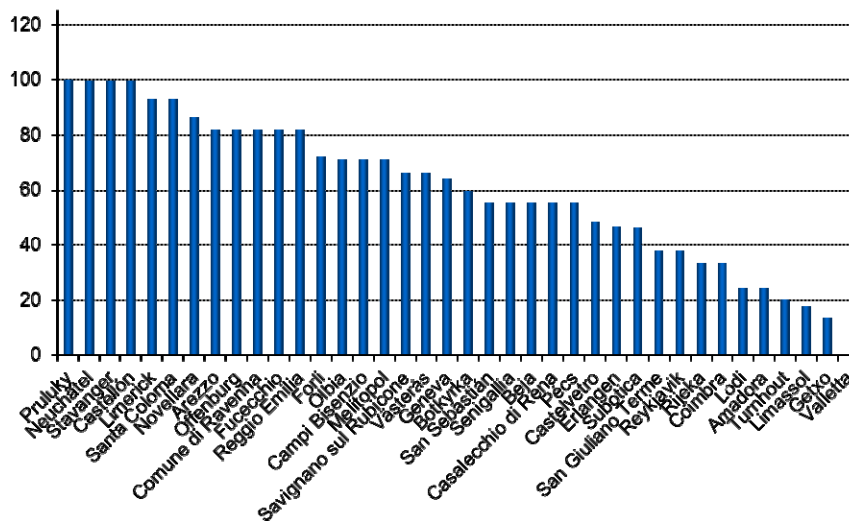
No area in the city seems to be dominated by one ethnic group, but there are areas which are reputed as 'dangerous'.

In this regards, particularly interesting was the pact for the requalification of the railway station's zone, an outreaching action for interviewing and talking with people living and working in the zone has allowed the consultation of more than 180 people.

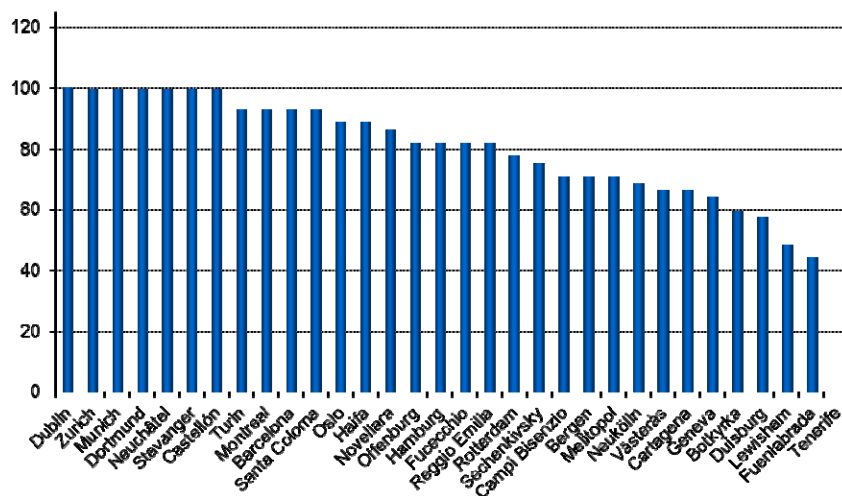
The city takes into account the population diversity when designing and managing new public building or spaces. For example the square Piazza Domenica Secchi has been re-projected through a participatory process, enhancing the role of the historical characters who gave the name to the different squares. This itinerary is also an occasion for the immigrant community to get to know Emilia's Resistance history.

8. Mediation and conflict resolution policies

ICC-Index - Mediation and conflict resolution - City sample
(inhabitants < 200'000)



ICC-Index - Mediation and conflict resolution - City sample
(non-nationals/foreign borns > 15%)

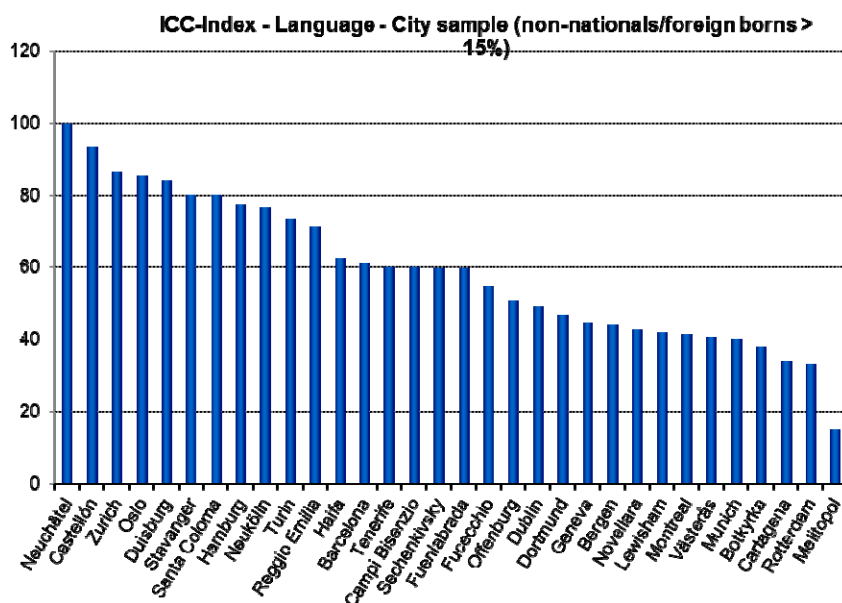
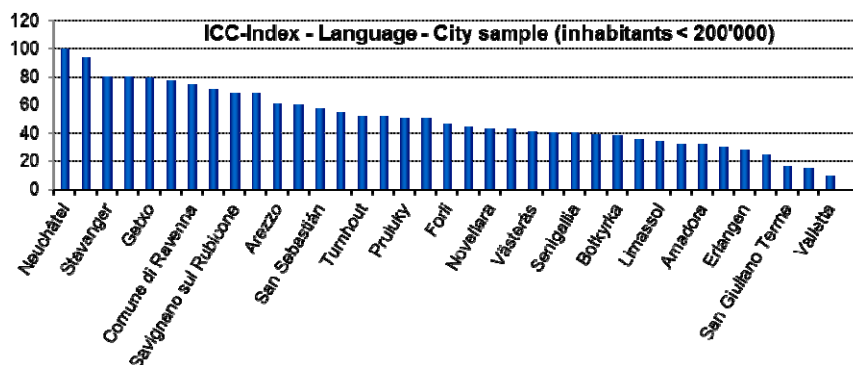


The optimal intercultural city sees the opportunity for innovation and greater cohesion emerging from the very process of conflict mediation and resolution.

The analysis shows that Reggio Emilia's mediation and conflict resolution policy achievement rate is 82%, considerably higher than the city sample's rate (65%), but lower than the 2011 achievement (100%).

The city provides a generalist municipal mediation service which also deals with intercultural conflicts, assigned to an association. The mediation service is offered in institutions (like hospitals, police,...), sometimes in the neighbourhoods, on the streets, courts and schools.

9. Language⁹



Reggio Emilia's language policy achievement rate is much higher (71%) than the city sample's rate (51%) and of the achievements in 2011 (28%).

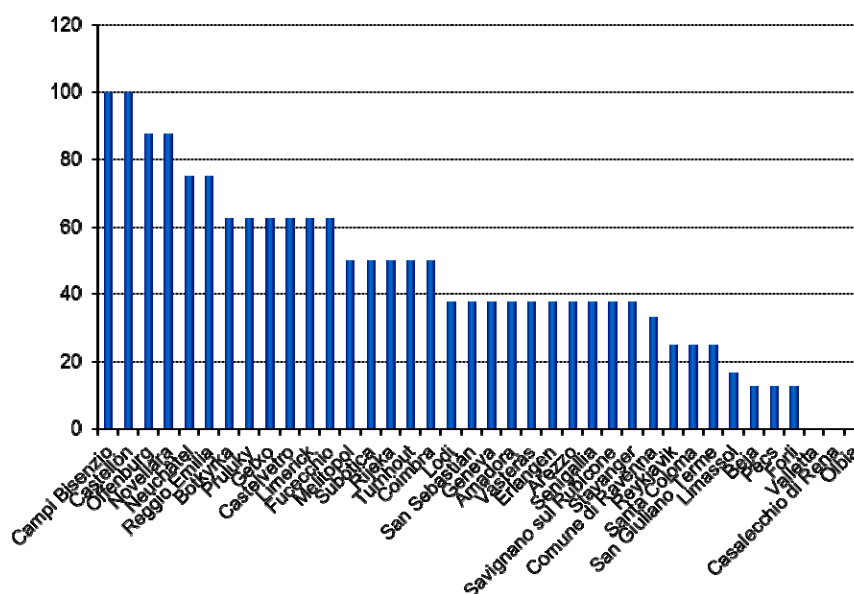
The city is providing specific language training for hard-to-reach groups, the possibility of learning migrant languages as part of the regular curriculum in schools (there is an experimental project for teaching Arabic as a foreign language in classical high schools), learning migrant languages as a regular language option available to everyone. The city also supports private and civic sector institutions providing language training in migrant languages.

The municipality is also financially supporting local minority newspaper/journals and radio programmes in minority languages, as well as projects that seek to give a positive image of them.

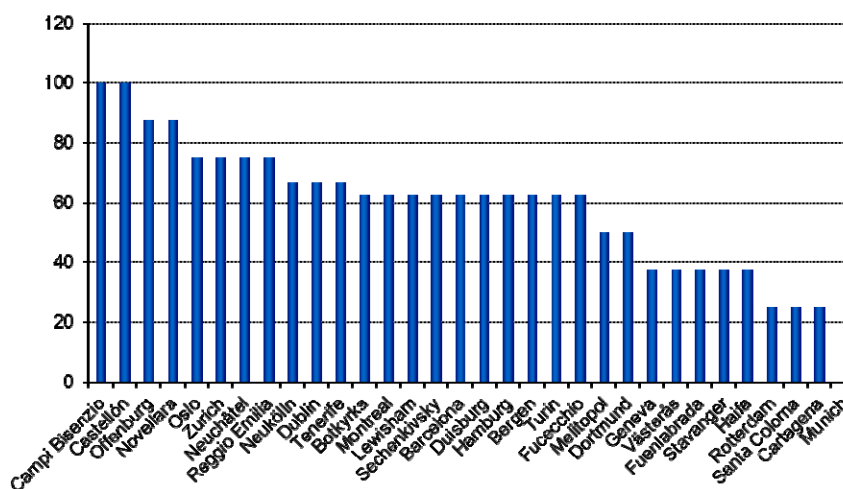
⁹ By language we understand an abstract system of word meanings and symbols for all aspects of culture. The term also includes gestures and other nonverbal communication. (ref- http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

10. Media policies

ICC-Index - Relations with the local media - City sample
(inhabitants < 200'000)



ICC-Index - Relations with the local media - City sample
(non-nationals/foreign borns > 15%)



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 organisations to achieve a climate of public opinion more conducive to intercultural relations.

75% of Reggio Emilia's media policy goals were achieved while the city sample's attainment rate for these goals is 46%.

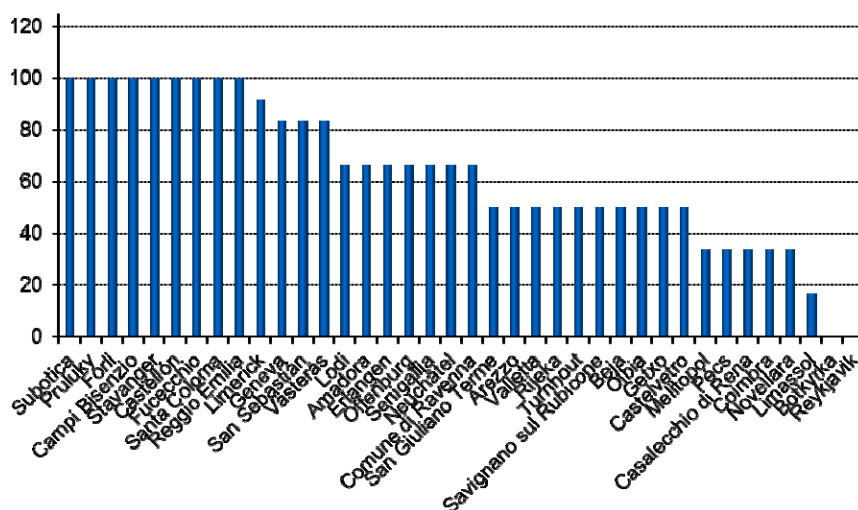
Actions are deployed to improve the visibility of migrants in the media. A new strategy is being studied as part of the DELI project.

The municipality is also monitoring the way migrants are being portrayed. For example the documentary “VociPlurali” (PluralVoices) was developed after the participation of the city to a research carried out by Corecom Emilia-Romagna (Regional Committee for Communications) and it aims at enriching monitor tools and sources to discuss the image of migrants in the media and its impact on the social environment.

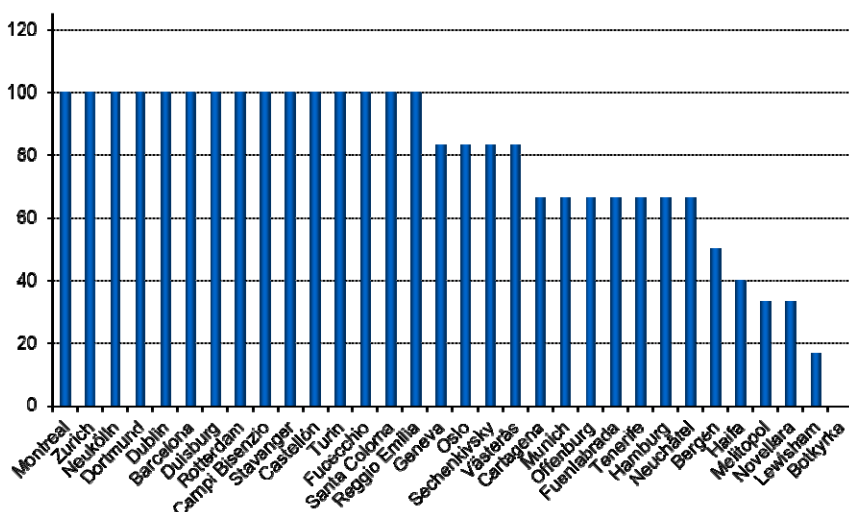
Finally, the city is providing training activities, with the help of the reporters of the Fondazione Mondinsieme, that are free and open to everyone, in order to give the citizens the tools to critically analyse the present and eventually join the group of the reporters.

11. International outlook policies

**ICC-Index - An open and international outlook - City sample
(inhabitants < 200'000)**



**ICC-Index - An open and international outlook - City sample
(non-nationals/foreign borns > 15%)**



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.

Reggio's international outlook policy indicators are higher (100%) than the city sample's (72%).

Reggio has designed an explicit policy to encourage international cooperation and allocated a budget for it. An agency has been created to specifically develop and monitor the openness to international connections.

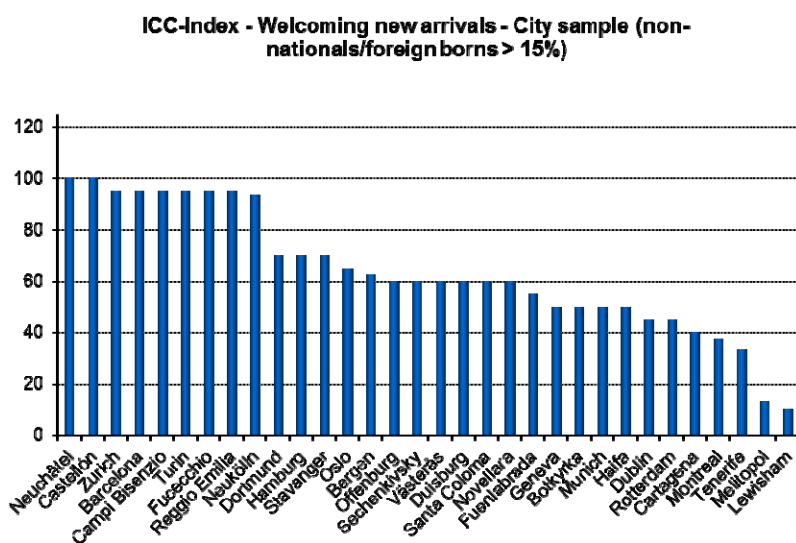
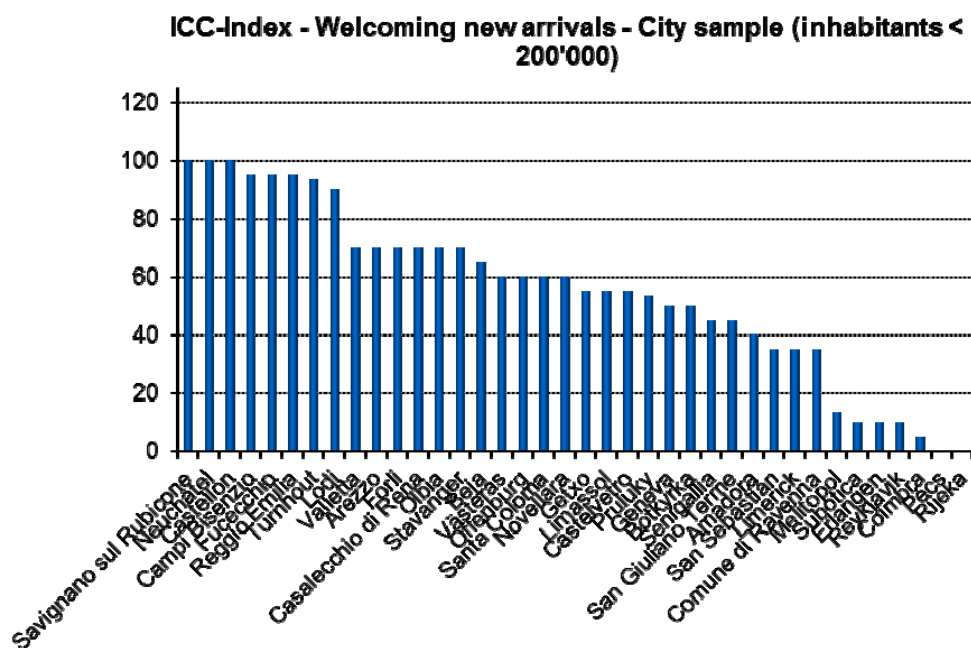
Universities are sustained in attracting foreign students that are encouraged to participate to the life of the city.

In July the Association of people from Burkina Faso of Reggio Emilia signed an agreement with the Burkina Faso government aiming at transferring technologies and competence to the African country in order to install production plants to assemble machines, as well as structures and services to sell the goods. The project developed from the idea of the Association to organize training in organic agriculture for burkinabé living in Reggio, to take advantage of these skills in Italy as well as in Burkina Faso. The course on agricultural techniques, AgrAfrica, gathered other local organisations, like Cooperativa La Collina, associazione Il Gabbiano, Crpa, and Dinamica, who helped for the training programme. Now, little by little, it is becoming a project of development cooperation, aiming to create autonomous small companies in the villages of Burkina Faso, active in agriculture, livestock farming, and energy production, in order to assure food and energy security, better conditions in health and education.

Reggio Emilia did, in the past, conduct surveys concerning local inhabitants' perceptions of migrants.

The city might wish to restart this practice, considering the example provided by the Swedish city of Botkyrka, where the Multicultural Centre has been commissioned by the Municipality and the Council of Europe to make a study of common rumours which are circulating in the municipality and which impede the development towards an intercultural Botkyrka. This study is a step in the anti-rumour work which Botkyrka wishes to develop, following the work against rumours carried out in recent years in Barcelona, Spain.

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-ordinated and delivered effectively will have a significant impact on how the person settles and integrates.

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

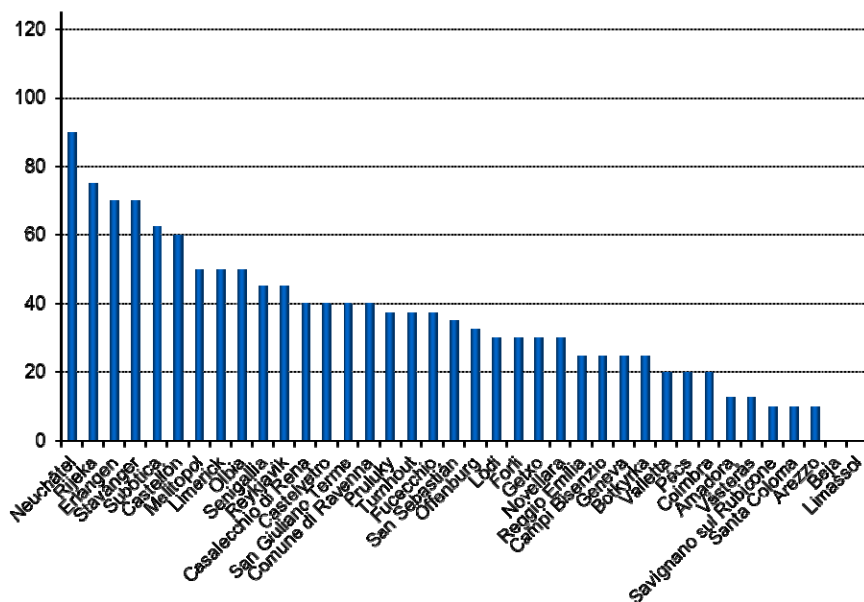
The city has implemented various welcoming policy instruments. For instance, the city has set up a designated agency to welcome newcomers.

Furthermore, the city has published a comprehensive package of information to aid newly arrived foreign residents. The city's services and agencies provide support tailored specifically for family members, refugees, students and migrant workers.

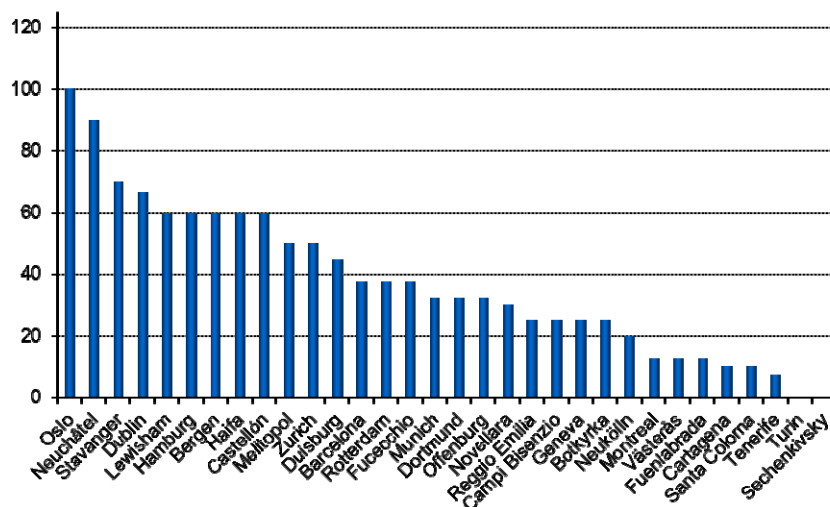
The city might wish to ameliorate its welcoming policy by having a special public ceremony to greet newcomers in the presence of city's officials. We invite Reggio Emilia to consider the following welcoming initiative as implemented by Neuchatel. Here, a Council meeting is held every 6 months to greet all its new arrivals. This is not only an occasion to be welcome but also to obtain information about the administration, life and population of the city. Also in the city of Tillburg there is a special ceremony each month in the town hall for the people who passed the exams of the integration programme. Each month the alderman can congratulate about 30 people. Once a year, a great party is organised by the municipality for all new residents.

14. Governance of diversity

ICC-Index - Governance - City sample (inhabitants < 200'000)



ICC-Index - Governance - City sample (non-nationals/foreign borns > 15%)



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 citizen participation in decision-making.

The attainment rate of Reggio Emilia in this field is lower than the city sample's: 25% of Reggio governance policy goals were achieved while the city sample's attainment rate for these goals is 35%.

The ethnic background of elected politicians doesn't reflect the composition of the city population. Newcomers are eligible to vote in local election only after having obtained the citizenship.

Furthermore the city regularly organizes initiatives for encouraging migrants to engage in political life. To participate to the primaries of the main parties, for example, the only requirement is to reside in the city.

The local government may wish to further explore possible governance policies by creating a political body to represent all ethnic minorities living in the city, establishing standards in the representation of migrant minorities in mandatory bodies which supervise schools and public bodies.

The city of Copenhagen, for example, has set up a political body to represent ethnic minorities which is independent from the local authority. The Employment and Integration administration has formalized the advisory function of civil society through three advisory boards. The boards advise the city on issues concerning respectively: 1) Combatting discrimination (board made up of representatives from minority organisations), 2) furthering youth participation (board made up of representatives from youth organisations) and 3) inter-religious issues and campaigns.

One interesting way of bringing the views of people of diverse social and cultural backgrounds is found in Botkyrka, Sweden, where short interviews of random citizens are recorded prior to, and in direct relation to certain points to be discussed by the city council, and shown to the councillors before their discussion.

16. Conclusions

The results of the current ICC Index assessment show that in 2015, as already happened in 2011, Reggio Emilia performs much better than many other cities in the vast majority of the 14 policy areas and has even further improved as compared to the past. Its leading practices can provide useful insights and examples to other cities in the fields of commitment, education, neighbourhood, public services, business and labour market, cultural and civil life, public spaces, mediation and conflict resolution, language, media policies, international outlook and welcoming.

It is particularly noteworthy that there has been a rise in the area of education policies (67% in 2011 and 75% in 2015), public spaces policies (52% in 2011 and 80% in 2015), language (28% in 2011, 71% in 2015), relations with the media (50% in 2011 and 75% in 2015) and welcoming policies (from 47% in 2011 to 95% in 2015)

The role of Reggio Emilia as the leader of the Italian Network of Intercultural Cities as well as the implementation of the campaign L'ITALIA SONO ANCHE IO (Italy is also me) target at collecting signatures for citizenship and voting rights, shows how committed the city is to the intercultural and integration discourse. However, an effort remains to be made in some policy areas detailed below.

17. Recommendations

When it comes to Reggio Emilia's intercultural efforts, with reference to the survey, the city could enhance them in the sectors below by introducing different initiatives:

- **Public services:** Reggio Emilia may wish to lay down a specific recruitment strategy to ensure that the ethnic background of public employees mirrors that of the city's inhabitants.
- **Business and labour market:** Reggio may wish to ameliorate its policies in this field by creating an umbrella organisation to promote diversity and non-discrimination in employment and to encourage business from ethnic minorities to move beyond ethnic economies and to enter the mainstream economy and higher value-added sectors.
- **Intelligence and competence:** Reggio Emilia may wish to further explore carrying out surveys including questions about the perception of migrants and minorities.
- **Governance:** the city may wish to further explore possible governance policies by introducing activities to increase the representation of migrants in the city administration as well as creating a political body to represent all ethnic minorities living in the city, establishing standards in the representation of migrant minorities in mandatory bodies which supervise schools and public bodies.

Reggio Emilia may wish to look into further examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided in the Intercultural cities database¹⁰.

¹⁰ http://www.coe.int/t/dg4/cultureheritage/culture/Cities/guidance_en.asp