



Casalecchio di Reno: Results of the Intercultural Cities Index

Date: March 2015

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*), Sechenkivsky (*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 38 have less 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 Casalecchio di Reno (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).

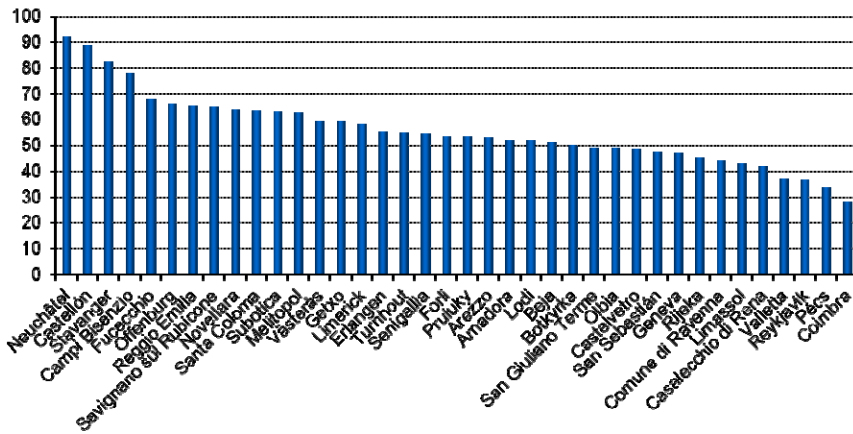
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of 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.

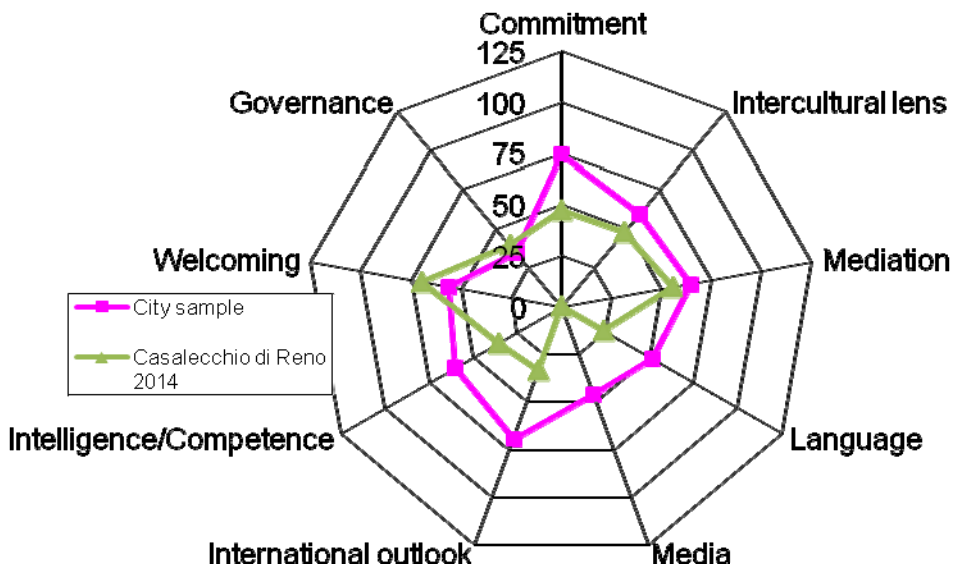
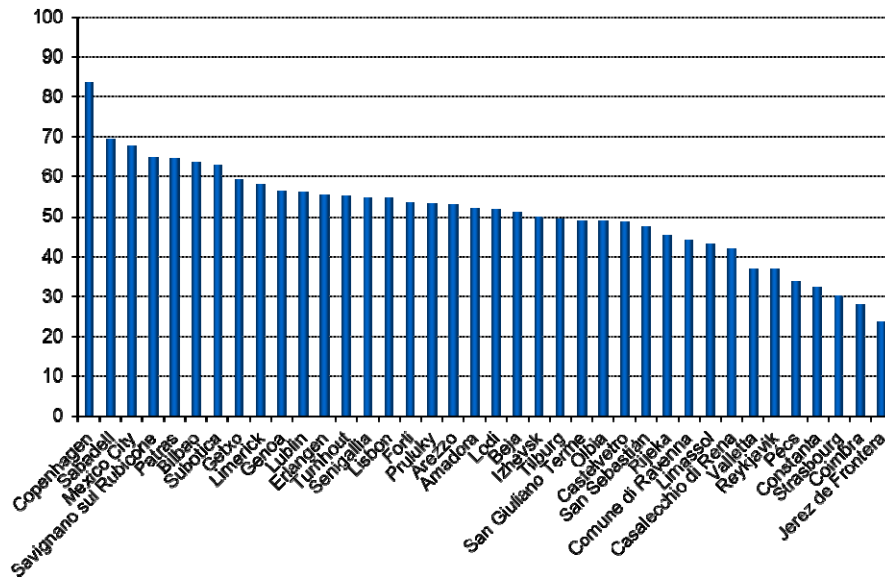
Taking into account the abovementioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled 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, Casalecchio di Reno has been positioned 63rd among the 70 cities in the sample, with an aggregate intercultural city index of 42%, one point below the score registered by the cities of Tenerife (Spain) and Limassol (Cyprus). Casalecchio has been ranked 38th among cities with less than 200,000 inhabitants and 31th among cities with less 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%)

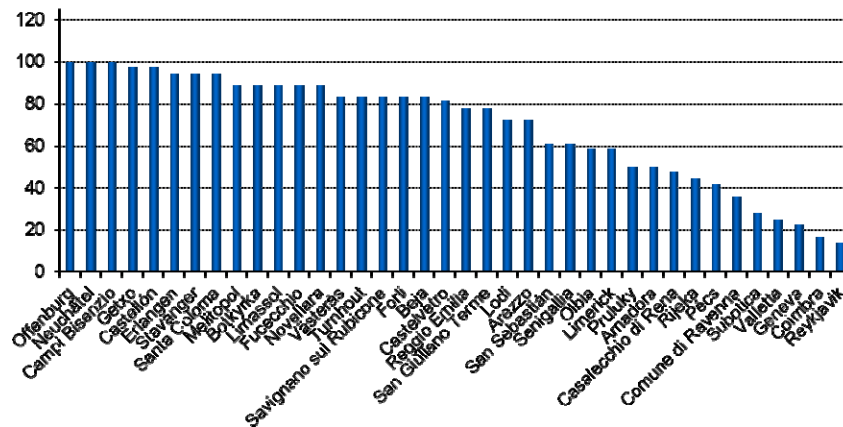


Casalecchio di Reno – An overview

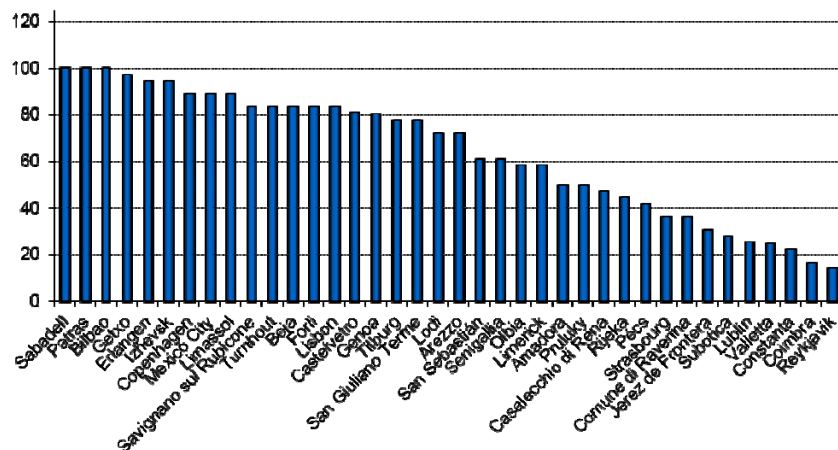
Casalecchio di Reno is a town and *comune* of 35,328 inhabitants, situated in the [Province of Bologna, Emilia-Romagna](#), northern [Italy](#). The foreign population accounts for 11,29% of the inhabitants, among which 2,38% are of Romanian origin, 1,26% Albanian and 1,23% from Moldova.

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 Casalecchio's commitment policy goals is lower than the city sample's⁵: 47% of these goals were achieved, while the city sample's rate for commitment policy is 75%.

⁵ The term "city sample" refers to the weighted average of the 61 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

Casalecchio di Reno has adopted a public statement as an intercultural city, as well as an integration strategy with intercultural elements and an associated budget.

On the other hand, the city has not deployed an action plan, nor designed an evaluation process.

A dedicated body or a cross-departmental co-ordination structure for the intercultural strategy has not been set up yet, even if the city is expressing the willingness to act in this way.

Official speeches and communications by the city often make reference to the intercultural commitment but any means of acknowledging is provided to local citizens who have done exceptional things to encourage interculturalism in the city.

The City Council might consider ameliorating its commitment initiatives, for instance, by rewarding and acknowledging local citizens who have done an exceptional thing to encourage interculturalism in the local community. For example, the city of Bilbao has launched the "Bilbao North-South in schools", recognizing scholar projects more committed with training in values, especially interculturalism, solidarity and defense of human rights.

Similar achievements have been made in Tenerife where OBITen (Immigration Observatory of Tenerife) is awarding, since 2006, local citizens for their outstanding commitment to intercultural dialogue and their contribution to integration and social cohesion on the island.

Finally Stavanger 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 the workplace.

Furthermore, Casalecchio might get inspiration from the experience of Copenhagen that in May 2011 has launched its Diversity Charter. Copenhagen had also introduced the inclusion barometer for evaluating its intercultural strategy. 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.

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.

The analysis shows that Casalecchio di Reno's education policy achievement rate (80%) is much higher than the city sample's rate (66%).

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).

In none of the local primary schools almost all pupils are coming from the same ethnic background.

The ethnic background of teachers in schools, on the other hand, doesn't reflect the composition of the city's population. Nevertheless, most schools are making strong efforts to involve parents from ethnic minority/migrant background in school life through intercultural workshops. Also, most local schools often carry out intercultural projects: the Local Intercultural Committee (composed by members of schools and of the City Council) designed and implemented Progetto Mondo in Classe, since 2000. The main fields of activities of the project are welcoming and supporting the academic insertion of foreign pupils; mediation between parents and the schools officials; the language labs "Italian for communicating" and "Italian for studying"; labs to empower the skills necessary to perform in school.

Casalecchio should act to ensure that the teachers' background reflects the composition of the general population: in Stavanger, for example, even if the permanent teaching staff in public schools does not reflect the ethnic composition of the population, the City has hired a broad team of mobile teachers with multilingual competence that provide mother-tongue tuition and dual-language subject training.

Furthermore, a sponsorship scheme administered by the National Centre for Intercultural Learning allows Stavanger to stimulate minority teachers to gain further education so as to qualify for a permanent position in Norwegian schools. The goal is to employ more multilingual teachers in the regular schools and thus have a teaching community who is ethnically more in step with the pupils. Since 2010, eight teachers have been sponsored by the scheme and three are currently on a further education pathway.

Other cities, such as Hamburg, could also be an inspiration in relation to intercultural education. In the German city, more than 20 teachers of different schools are participating in the pilot-project "qualification for intercultural coordinators" in order to become intercultural change managers in their schools. They all work on intercultural school projects. Finally, about 200 teachers of different schools participate regularly in the "intercultural fair" of the department of intercultural education and are part of the intercultural "exchange forum" at the teacher training institute in order to get new ideas for intercultural projects in their schools.

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

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.

segregation creates risks of exclusion and can act as a barrier to an inward and outward free flow of people, ideas and opportunities.

According to the answer given, the size of Casalecchio is not big enough for having a separation in 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 Casalecchio's public services policy achievement rate (15%) is much lower the city sample rate (45%).

According to the answers provided in the survey, the ethnic background of public employees does not reflect the composition of the city's population, as non-nationals cannot seek employment in the local public administration.

The city does not take any action to encourage intercultural mixing and competences in private sector enterprises.

Finally, Casalecchio di Reno provides three of the services listed in the Intercultural cities index which are tailored to the needs of the ethnic/cultural background of its citizens: funerals/burials, school meals and service of intercultural and linguistic mediation.

In spite of the legislative constrains that are reducing the recruitment pool for public employment to Italian citizens only, Lodi 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.

Finally, the city could continue to expand the services tailored to the needs of the ethnic/cultural background of its citizens, such as women only sections or times in sports facilities.

Interesting example, in this sense, is Copenhagen, where the Commission for Culture and Leisure has been supporting organisations which, through the Network for Girls and Women Swimming, provide swimming facilities for women only, in a number of city areas. Some 10 volunteer associations organise activities for girls/women alone, such as swimming, dance or gymnastics, on a weekly basis. The Department for Culture and Leisure provides free sports facilities, funding and advice for these associations.

5. Business and labour market policies through an intercultural lens

Casalecchio's business and labour market policy indicator is lower (20%) than the city sample's rate for business and labour market policy (43%).

Casalecchio does not have an umbrella organisation having among its objectives the promotion of diversity and anti-discrimination nor a charter against ethnic discrimination within its own administration and services.

The city is deploying actions to encourage business from ethnic minorities to move beyond ethnic economies and enter the mainstream economy and higher value-added sectors: the Business Project integrated desk for immigrants is fulfilling this mission.

Casalecchio might wish to ameliorate its business policies encouraging the creation of an umbrella organization that promotes diversity and fight discrimination.

The city should also act to prioritize companies that implement a diversity strategy in their procurement of goods and services. For example, the city of Copenhagen does it, since 2006, by including hard or soft clauses in the procurement contracts. Hard clauses require that the supplier recruit a certain number of unemployed, trainees or people in "supported employment". Soft clauses require that the supplier weave diversity management practices into his/her human resources. By the end of 2009, 420 contracts with social, majorly soft clauses were signed. In September 2010 it was decided to use hard social clauses, in particular, with regard to trainee employment. By December 2011, 15 contracts with hard social clauses were signed with 55 full-time trainee positions. By May 2013, 63 contracts with hard social clauses had been signed with 183 full time trainee positions. This is a remarkable increase.

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

Casalecchio's cultural and civil life policy goal achievement rate is slightly lower (75%) to the city sample's rate (78%).

Interculturalism is used as a criterion when allocating around 30% of the grants to associations and initiatives, as to all the associations financed by the Council is requested to have an intercultural lens.

The city is regularly organizing specific events and activities in the fields of arts, culture and sports for encouraging people from different ethnic groups to mix: "Incontri di Mondi" is an intercultural week of events that takes place every October since 2010. This week is also an opportunity to organise 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 Casalecchio's public space policy goals is lower than the sample city's: 42% of these goals were achieved, while the sample city rate for public space policy is 64%.

One or two areas in the city seems to be dominated by one ethnic group But there are no areas which are reputed as 'dangerous'.

Actions to encourage intercultural mixing are taken in libraries and playgrounds as part as a bilingual strategy.

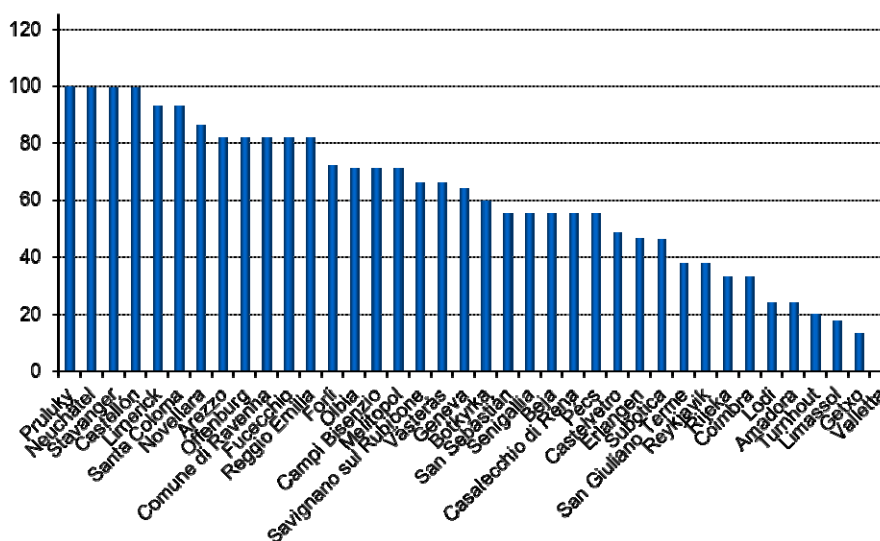
We invite Casalecchio di Reno to build upon its existing public space initiatives by considering and consulting its citizens when designing buildings and reconstructing an area.

An interesting initiative has been implemented by the city of Reggio Emilia, where, in the framework of 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.

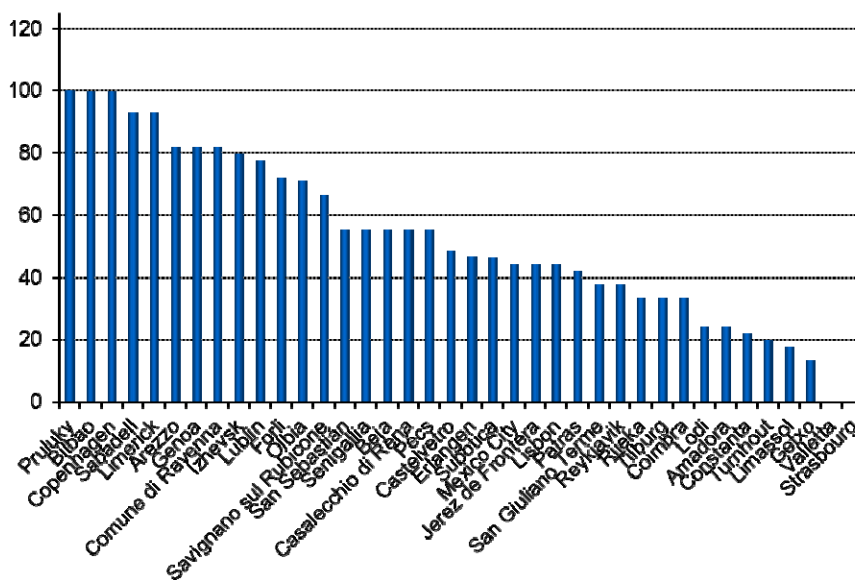
Another example is provided by the London borough of Lewisham. In Pepys Park young people were invited into the process of designing and making a new playground area. At Ladywell Fields, an area of abandoned meadowland was restored to public use with the involvement of a park user group and the reinstatement of a park warden and a 'Rivers and People Officer'.

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 Casalecchio's mediation and conflict resolution policy achievement rate is 45%, while the city sample's rate is 64%.

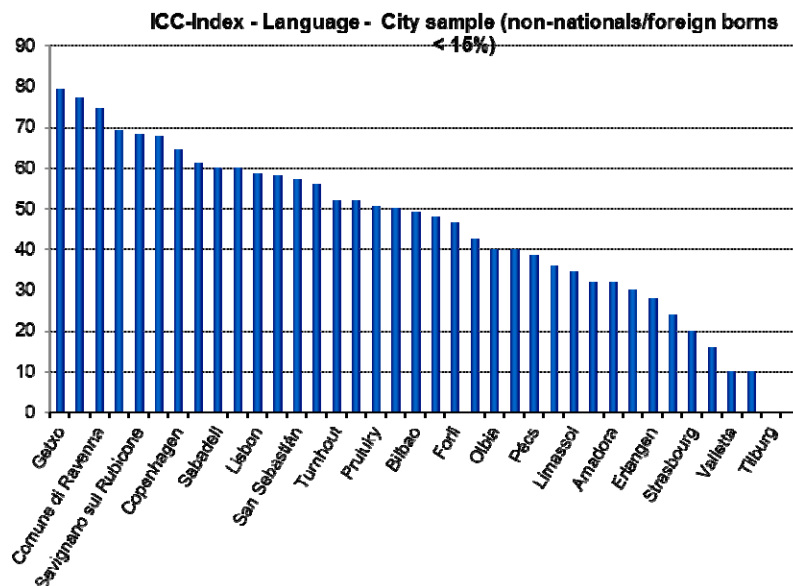
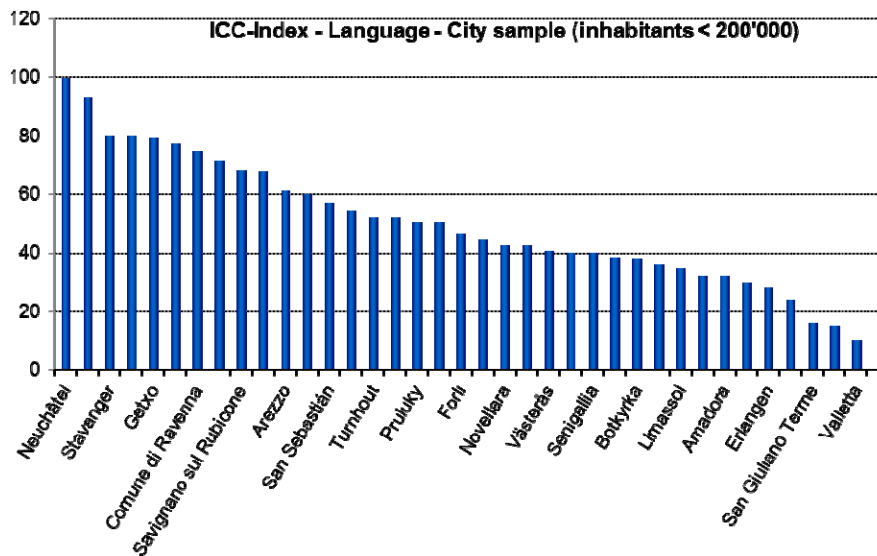
The city provides a municipal mediation service devoted to intercultural issues, as well as a generalist municipal mediation service that is also dealing with

cultural conflicts. This service is provided within public services (hospitals, police, mediation centres..) and in the city administration.

No organization for inter-religious relations have been set up.

Lodi may wish to further explore possible mediation and conflict resolution policies. In Stavanger, for example, intercultural mediators and mentors dedicated to the city services, as well as teaching supervisors dedicated to kindergartens and schools, are deployed.

9. Language⁸



⁸ 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)

Casalecchio's language policy achievement rate is lower (24%) than the city sample's rate (51%).

The city provides support for private and civil sector institutions providing training in migrant languages, specifically in Arabic for natives and second generation children.

Casalecchio might consider strengthening its pluri-lingualism policies by providing specific language training in the official language for specific groups⁹. The municipality also may wish to support financially local minority newspaper/journals or TV/radio programmes in minority languages.

In this field, Casalecchio may wish to consider the example of the city of Hamburg, supporting financially minority journals, newspapers and TV programmes. In 2012, the Ministry of Culture of the city of Hamburg supported a 12-month TV programme for minority groups living in Hamburg called "Zwischenräume".

In Zurich (Switzerland), the municipality supports additional curriculum courses, called HSK Courses. These courses are offered by embassies, consulates as well as private organisations and they cover a range of topics including languages, history, geography, as well as minority cultures. Several of these HSK Courses are held in spare rooms in public schools, as part of the municipality support to private institutions providing language training.

In Reggio Emilia (Italy), an initiative is put into practice by ensuring that all of the city's citizens are eligible to receive training in immigrant/minority languages. In order to help families preserve the competence of migrant children in their mother tongue language, in two schools in Reggio Emilia there are classes in the native languages of children and in parallel their parents learn Italian.

⁹ The term makes specific reference to women with care obligations, unemployed people, people with lower educational background, etc.

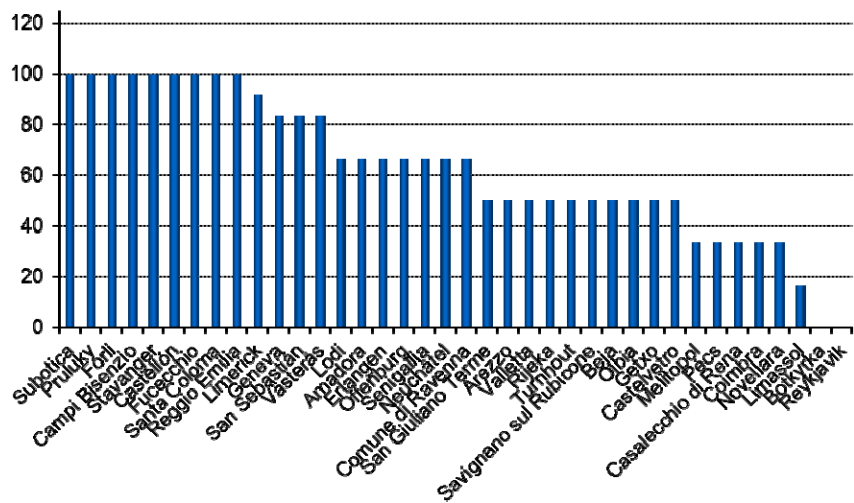
Casalecchio may wish to further explore possible media policies, for instance, by monitoring the way in which minorities are portrayed in the local media. The city may notice an initiative launched by the city of Stavanger. This municipality is monitoring every incident where migrants occur in an article or otherwise.

Another example comes from Reggio Emilia: 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.

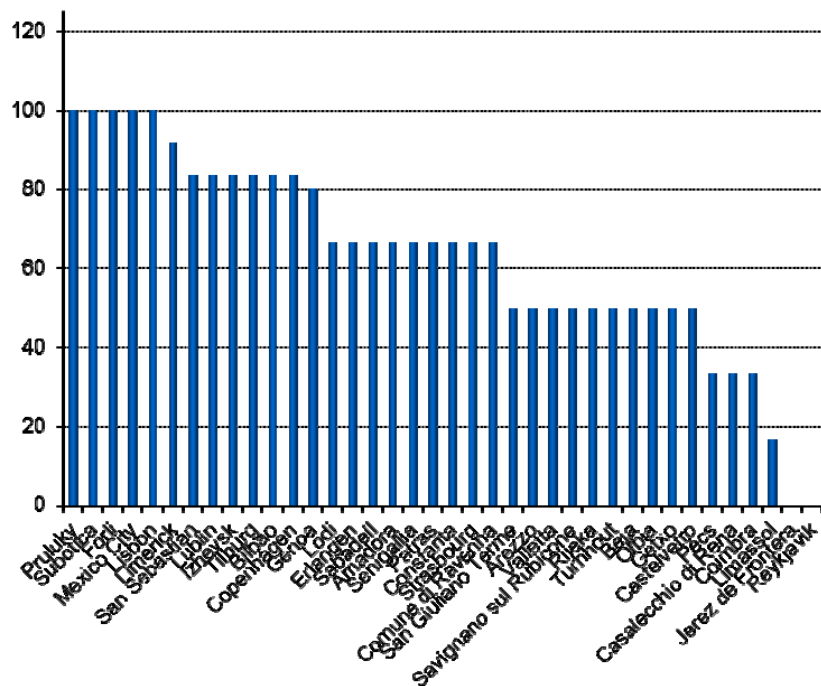
Finally, the municipality may also wish to provide advocacy/media training/mentorships for journalists from minority backgrounds. An interesting example of such an initiative has been implemented by Reggio Emilia, which is providing training activities, with the help of the reporters of the Fondazione 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.

Casalecchio's international outlook policy indicators are lower (33%) than the city sample's (70%).

The city has put into practice an explicit policy to encourage international co-operation associated with a specific financial provision.

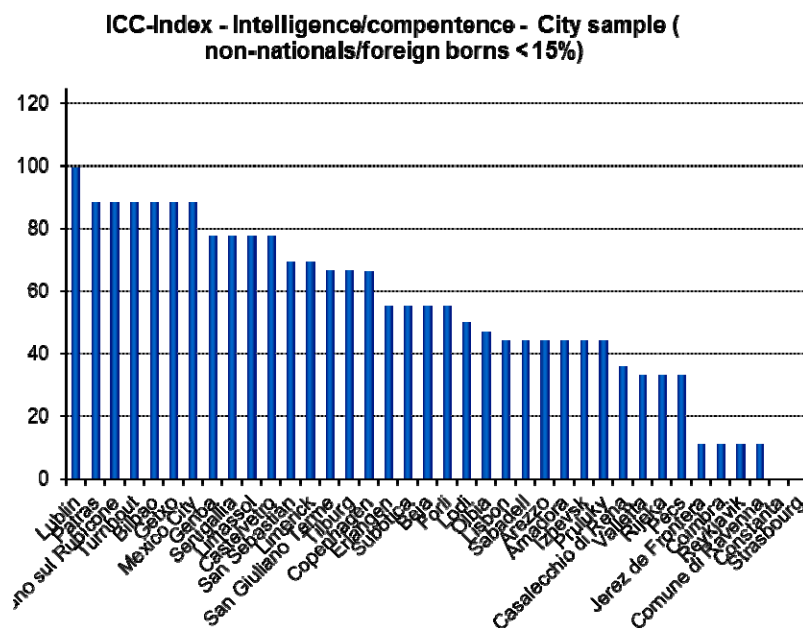
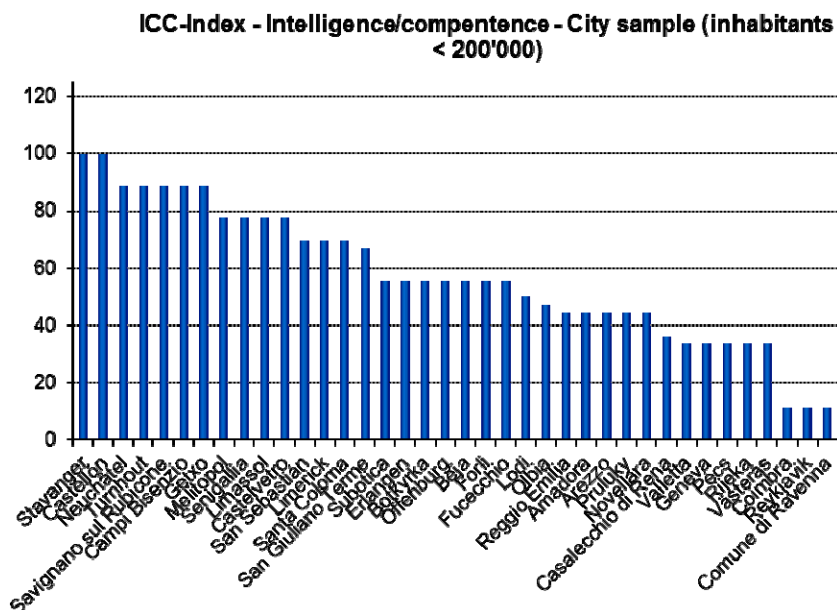
An agency specifically responsible for monitoring the development of the international relations of the city is not been set up.

The municipality does not support local universities in order to attract foreign students and it is not ensuring that foreign student populations take an active part in the city life.

Finally, Casalecchio, may wish to further explore possible international outlook policies by, for example, encouraging co-development projects with migrant groups' countries of origin.

An interesting example is provided by Santa Maria de Feira. Here, the municipality is planning the launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships.

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 model of behaviour on all situations.

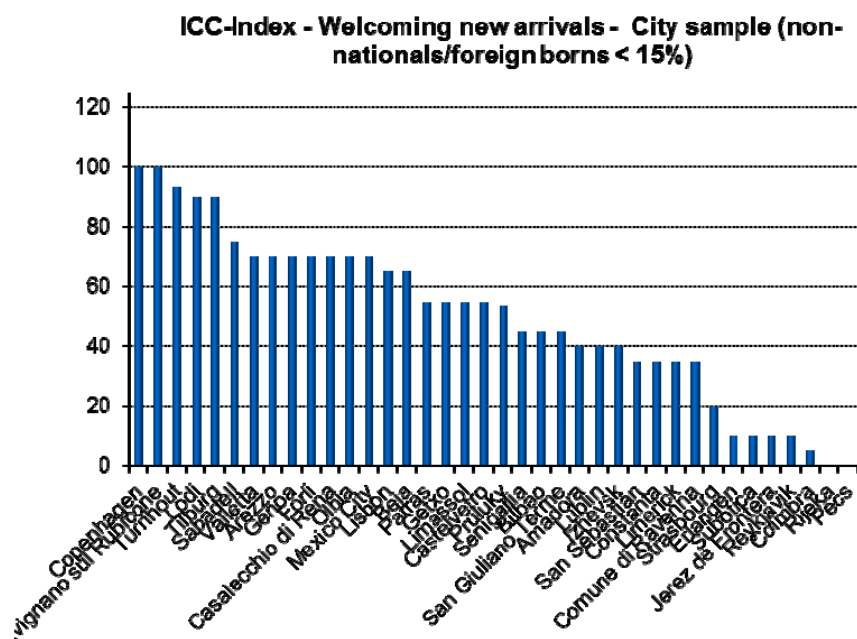
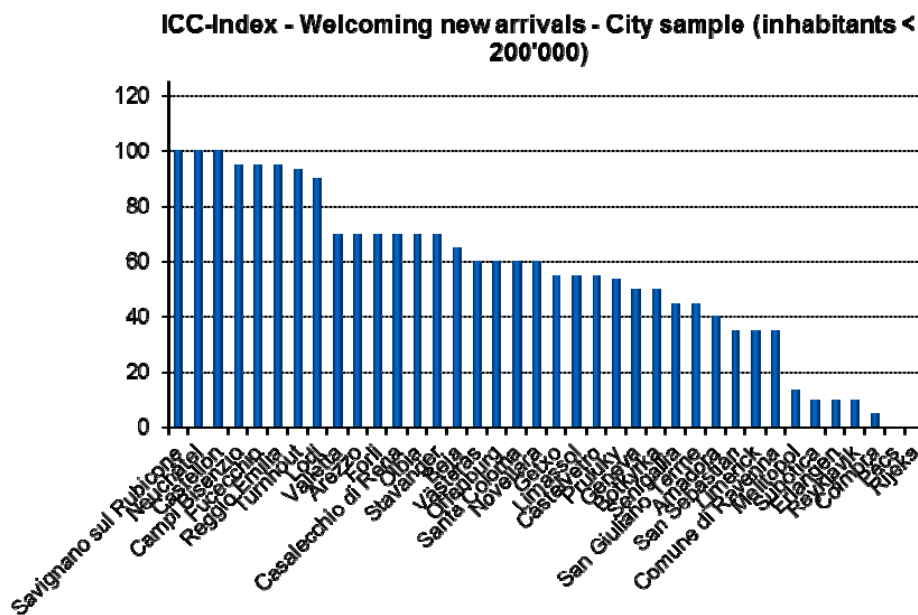
The attainment rate of Casalecchio's intelligence competence policy goals is lower than the city sample's: 36% of these goals were achieved, while the city sample rate for intelligence competence policy is 61%.

The city promotes the intercultural competences of its officials and staff through interdisciplinary seminars, information and networks.

Casalecchio is not conducting 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.

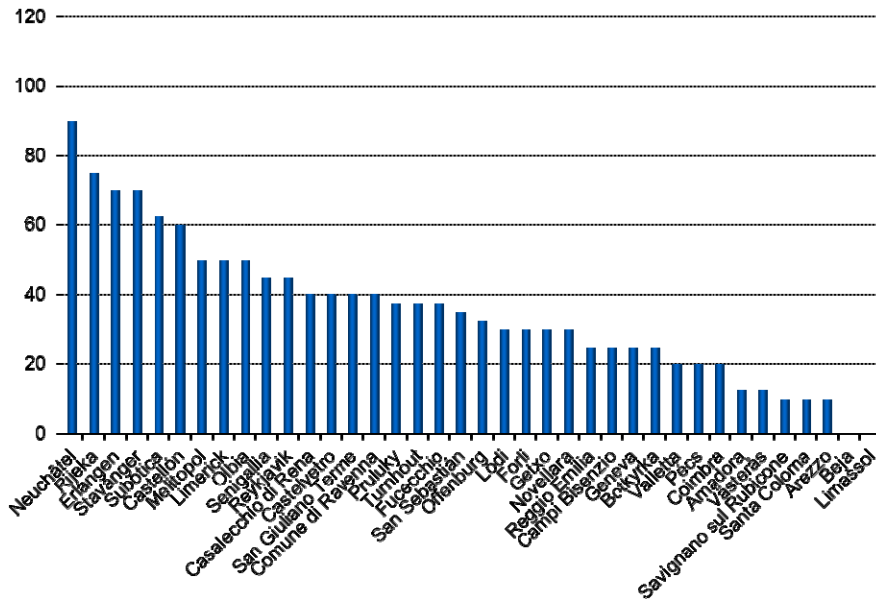
The attainment rate of Casalecchio di Reno's welcoming policy goals is much higher than the city sample's: 70% of these goals were achieved, while the city sample rate is 57%.

Casalecchio has a designated agency to welcome newcomers, has implemented a comprehensive city-specific package of information for newly-arrived residents and provides tailored support for different groups such as family, refugees, students and migrant workers.

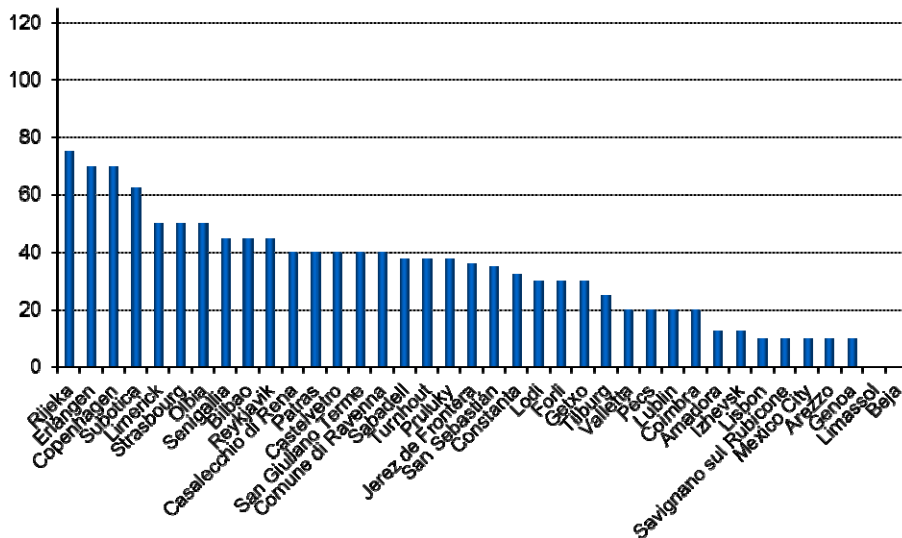
The city is not organising a special public ceremony to greet newcomers in the city.

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 Casalecchio in this field is higher than the city sample's: 40% of Lodi governance policy goals were achieved while the city sample's attainment rate for these goals is 35%.

The ethnic background of elected politicians does not reflect the composition of the city population and newcomers are eligible to vote in local election only after having obtained the citizenship.

On the other hand, the city has created an advisory body to represent all ethnic minorities living in the city and initiatives for encouraging migrants to engage in the political life of the Foreign Citizens Advisory Body.

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.

16. Conclusions

The results of the current ICC Index suggest that in Casalecchio there is still ample room for improvement in the intercultural policies. The municipality could identify useful insights and examples from other cities in the field of neighbourhood, public services, business, public spaces, mediation, language, media and intelligence/competence practices.

On the other hand, Casalecchio's achievements in the area of education, welcoming and governance are higher than the city sample.

In view of the above, we invite Casalecchio to strengthen in most of the policy areas and improve in the policy areas detailed below.

17. Recommendations

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

- **Commitment:** Casalecchio might consider ameliorating its intercultural commitment by adopting an action plan and evaluation process for its intercultural strategy and action plan.
- **Public services:** Casalecchio may wish to lay down a specific recruitment strategy to ensure that the ethnic background of public employees at higher level mirrors that of the city's inhabitants. Actions to encourage mixing in the private sector should also be considered.
- **Business and labour market:** Casalecchio may wish to ameliorate its policies in this field by setting up an umbrella organization and a charter against discrimination. It may be also interesting to give priority to companies with a diversity strategy in the procurement of goods and services.
- **Language:** Casalecchio may wish to ameliorate its language policies in the future, for example by ensuring that all of the city's citizens are eligible to receive training in immigrant/minority languages. Casalecchio may also find it interesting to provide specific language training for specific groups; to introduce the learning of minority languages to the regular school curriculum; to introduce awareness measures aiming to

give a positive image of migrant/minority languages and to provide financial assistance to minority press, radio and TV programmes.

- **Media:** Casalecchio may wish to further explore possible media policies, for instance, by providing advocacy/media training/mentorships for journalists from minority backgrounds and by introducing monitoring mechanisms to examine how media portray minorities.
- **International outlook:** Casalecchio may wish to ameliorate its international outlook policies by encouraging co-development projects with migrant groups' countries of origin.

Casalecchio 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