



Lodi: Results of the Intercultural Cities Index

Date: 10 December 2011
A comparison between 40 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 40 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora (*Portugal*), Barcelona (*Spain*), Botkyrka (*Sweden*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Copenhagen (*Denmark*), Donostia-San Sebastian² (*Spain*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Fuenlabrada (Madrid region, *Spain*), Geneva (*Switzerland*), Izhevsk (*Udmart Republic, Russia*), Limassol (*Cyprus*), Lisbon (*Portugal*), Lodi (*Italy*), the London borough of Lewisham (*United Kingdom*), Lublin (*Poland*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), Neuchâtel (*Switzerland*), Neuköln (*Berlin, Germany*), Oslo (*Norway*), Patras (*Greece*), Pryluky (*Ukraine*), Reggio Emilia I & II (*Italy*), Rijeka (*Croatia*), Sabadell (*Spain*), Sechenkivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Subotica (*Serbia*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione dei Comuni-Savignano sul Rubicone (*Italy*), Västerås (*Sweden*) and Zurich (*Switzerland*).

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

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 hereinafter referred to as San Sebastian.

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".

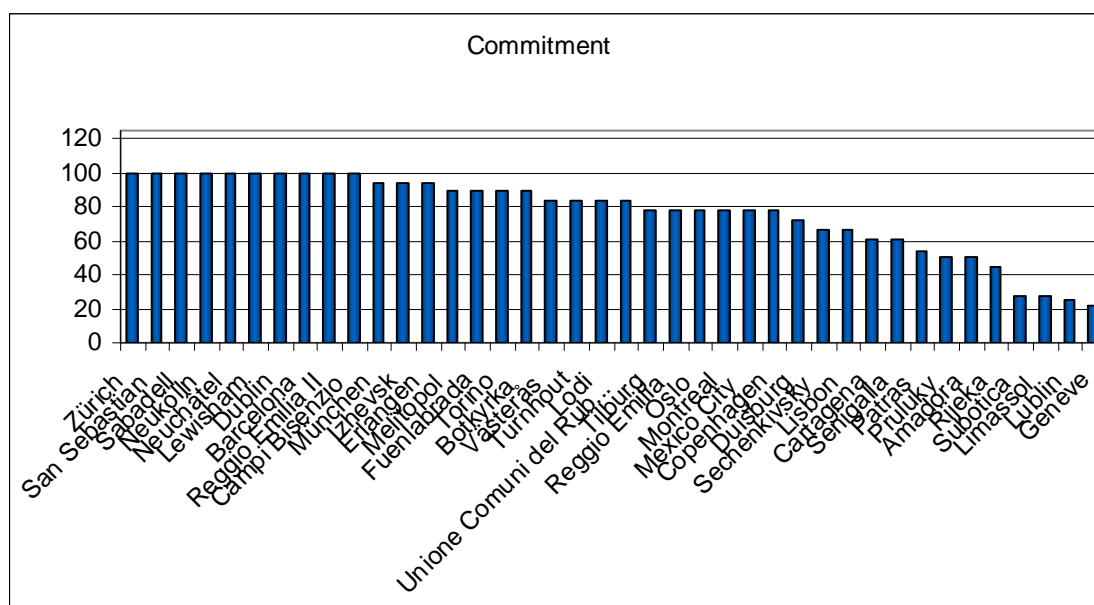
The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development; type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach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

Lodi-An overview

Lodi is a municipality in the Lombardy region located in northern Italy with a population of 44,401 inhabitants. The percentage of non-national residents in Lodi in 2009 was 12,1% (in total numbers 5351). The majority ethnic group in Lodi are Romanians which make up 33.5% of all foreigners. Albanians (16,6%) and Egyptians (9%) constitute the second and third largest minority groups in Lodi. Further immigrant groups come from Tunisia, Ecuador, Peru and China. In total there was an increase of foreign people in Lodi of about 11,5% compared to the previous year 2008. 14% of Lodi's population are foreign-borns (in total numbers 6232). The majority of immigrants in 2009 were between 20 and 44 years old (58.6%), 23.9% were between 0 and 19 years. Only 2.1% were older than 65. ³

The latest GDP per capita figures are of €25,730.

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 Lodi's commitment policy goals is rather high: 83% of these goals were achieved, while the city sample's rate⁴ for commitment policy is 77%.

³ Figures from the year 2009 provided by the Bilancio Sociale.

⁴ The term "city sample" refers to the weighted average of the 40 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

Lodi has launched a number of initiatives which demonstrate its commitment to the intercultural approach. To begin with, the city has formally adopted a public statement that it is an Intercultural City. Furthermore Lodi prepared an intercultural strategy and an intercultural city action plan and thus has also allocated a budget for its implementation. Yet, the action plan does not include an evaluation process. Here it could refer to the German city of Erlangen: An annual conference on integration with multiple parties involved evaluates the city's intercultural action plan and the various integration measures taken.

Moreover, Lodi runs the official webpage **Lodi Sociale**⁵ that communicates its intercultural strategies and provides information and consultation regarding the integration and diversity policies of the city. The website also serves as the city's platform of the Italian Network of Intercultural Cities.⁶ Beyond this, do official speeches and communications by the city make clear reference to the city's intercultural commitment. Also, the city organizes regular events in order to acknowledge citizens who have done exceptional things to encourage interculturalism in the local community.

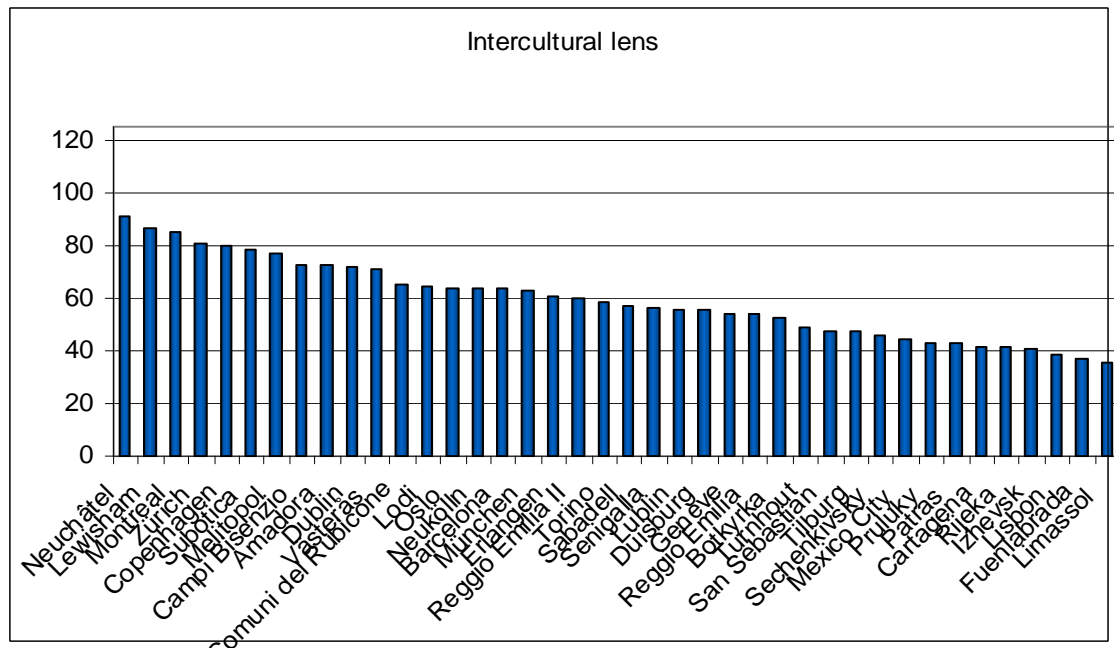
In the questionnaire Lodi indicated that it intends to set up a cross-departmental coordination unit. Also here, it could consult the German city of Erlangen who has established such a unit that facilitates communication and cooperation among the different (public and non-public) stakeholders involved. Another example is provided by the city of Turin. Its Centro Interculturale ("Intercultural Center"),⁷ already established in 1996, is a frequently consulted meeting point both for immigrants as well as for natives. The center provides information, a number of different activities as well as a space for debate on issues such as diversity and interculturalism. Its activities are supervised by a scientific committee and it includes issue specific working groups.

⁵ <http://comunelodiservizisociali.wordpress.com/>

⁶ <http://www.municipio.re.it/retecivica/urp/pes.nsf/web/Ntwrklcttdldlqngls?opendocument>

⁷ <http://www.comune.Torino.it/interculturale>

2. Education⁸ 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 Lodi's education policy achievement rate is 100%.

Pupils in Lodi's primary schools often do not have the same ethnic background. In most of the schools between 11 to 20% of the pupils do have a different ethnic background. Therefore most of the schools make strong efforts to carry out intercultural projects and to involve parents from ethnic minority/migrant backgrounds in school life.

Yet, Lodi does not have a policy to increase ethnic mixing in schools. In this regard it could follow an inspiring example of the British city of Bradford. In Bradford, the education authority found that in some neighbourhoods schools were increasingly polarised into becoming 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 cooperation and joint working between staff and pupils. Pupils have on average made 2.6 new cross cultural friendships since the project began.

As the ethnic background of teachers in Lodi does not mirror the city's diverse population the city council might consider adopting its policies. The city of Subotica in Serbia may provide a source of learning in this respect. Here, the Roma Education

⁸ 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).

Centre has pressed for the training of Roma teachers and non-teaching assistants and for their employment in local schools and kindergartens.

3. Neighbourhood policies through an intercultural lens⁹

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.

Lodi’s neighbourhood policy indicator of 60% is slightly lower than the city sample’s rate of 62%.

The highest number of immigrants live in the third district of Fereolo-Robadello.¹⁰ In relation to the number of local people the second district of Porta d’Adda has the highest density (15,3%) of non-Italians in Lodi. But in none of its neighbourhoods people from minority ethnic groups constitute the majority of the residents.¹¹ The city has a number of urban development programs that encourage actions where residents of one neighbourhood are able to meet and interact with those of another ethnic/cultural background. Also, Lodi has a policy to encourage people from different ethnic backgrounds to meet and interact within the neighbourhoods. Yet, the city does not have a specific policy to increase the diversity of residents in the neighbourhoods and to avoid ethnic concentration. In this regard, the Swiss city of Zurich may be a source of inspiration and learning for the future. 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 initiatives criteria.

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 Lodi’s public services policy achievement rate is higher (50%) than the city sample’s rate (43%).

To begin with, Lodi provides two out of the three services listed in the Intercultural Cities index which are tailored to the needs of the ethnic/cultural background of its citizens: It offers school meals and women only sections and times in sports facilities in response to culturally-based requests.

⁹ 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 average.

¹⁰ Figures from 2009 provided by the Bilancio Sociale.

¹¹ 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)

But we invite the city of Lodi to consider further initiatives such as launched by the German City Neukölln. Its council for Social Affairs and Housing is working together with the migration service of Caritas (a social welfare institution of the Catholic Church in Germany). The cooperation was introduced after a campaign for cultural-sensitive care for senior citizens. In this particular case, the Caritas staff working with senior citizens with different cultural backgrounds was familiarized with culture sensitive services (through workshops and information sessions). A further important issue was to attract migrants for voluntary participation in the social committees.

When it comes to the employment in Lodi's public administration, the ethnical background of public servants does not necessarily reflect the composition of the cities population. This might be traced back to the fact that only in specific positions people who are not Italian citizens can be employed in public administration. In this regard Lodi may wish to consider implementing a specific recruitment strategy for persons with different ethnic backgrounds. A useful example of such an initiative can be found in the city of Copenhagen. The local government offers paid internships specifically targeted at people with minority backgrounds, for instance by requiring that 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.

Also Berlin's¹² Intercultural Opening Strategy is designed to adapt the administration to work with a diverse customer's base. Workshops are organized for all employees, with a particular focus on service managers. The process started at the Senate's Foreign office in 2004 and has since then been extended to other parts of the administration, such as job centres in areas with a high proportion of people with a migrant background.

Another example of an initiative of this type in Berlin is the "Berlin braucht dich" recruitment campaign¹³ which can be translated as "Berlin needs you". It was set up in 2006 and aims at diversifying the Senate's workforce by promoting traineeship opportunities to migrant communities. Planned to last until 2012, the promotion and information activities of the campaign also include migrant associations and parents to increase outreach. Stakeholders are also involved in making sure the progress is closely monitored. As a result of this project, the percentage of trainees with a migrant background has already increased from 6% in 2006 to 14.5% in 2008.

The Dutch city of Amsterdam has also put into practice a similar human resource policy. Here, a municipal workforce that reflects the composition of the city's population is a clearly formulated objective of Amsterdam's administration, both at a political and senior management level. A new Diversity Programme was established for the period 2007-2010 with targets across salary scales. The Diversity programme has enabled the administration to already make progress from 14% of staff with a migrant background in 2006 to 21.5% in 2008.

¹²This particular example comes from: Integrating cities DIVE: "Cities accommodating Diversity; Find Recommendations from the peer review project "Diversity and Equality in European Cities".

¹³Ibidem.

5. Business and labour market policies through an intercultural lens

Lodi's business and labour market policy indicators are higher than the city sample's: 60% of these goals were achieved, while the city sample's rate is 44%.

Data provided by the city of Lodi indicate that from 2002-2009 there was a high increase of requests of non-Italian people (both from EU and Non-EU countries) in the activities of Lodi's Chamber of Commerce. Also, when looking at the increase of foreign businesses in the different sectors (especially in the construction sector) it becomes clear that their influence cannot be disregarded.¹⁴ Therefore the chamber also serves as an important businesses' umbrella organisation, which has among its objectives to promote diversity and non-discrimination in the work place. But still, the city has not yet put forward a charter against discrimination in the workplace. In this regard, it could draw its attention to Barcelona. Here local businesses and institutions can sign a charter which encourages their commitment to the fundamental principles of equality, respect and inclusion for all people in the workplace and in society regardless of their background. Also the official document expresses the understanding that a workforce from a diverse cultural, demographic, and social background will bring benefits to their organization.

Nevertheless, Lodi has taken steps to encourage intercultural mixing in the private sector labour market. Also, the city council has taken action to install 'business districts/incubators' in which different cultures could more easily mix. For example, incubators around the **Parco Tecnologico Padano** ("Technology Park") relevant for the city's biotechnology and the food industry. Furthermore, the city encourages ethnic/cultural minorities businesses to move beyond localized economies to enter into the main stream and higher value added sectors.

Yet, in its procurement of goods and services the city council does not give priority to companies with a diversity strategy. It may consult the Swiss city of Zurich. Its city council has adopted guidelines for the procurement of goods which include the core ILO labour standards (e.g. non discrimination).

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.

Lodi's cultural and civil life policy goal achievement rate almost coincides (80%) with the city sample's rate (79%).

Lodi's city council uses interculturalism as a criterion when allocating grants to associations and initiatives. Thus the city encourages cultural organisations to deal with diversity and intercultural relations in their productions (through specific grants or special regulations for instance). But also the city itself regularly organises and supports events and activities in the fields of arts and culture encouraging people

¹⁴ In total numbers these were 824 non-Italians involved in the activities of the Chamber of Commerce in 2002 and 2375 in 2009, so an increase of almost 300%. When it comes to foreign businesses, in 2009, 321 foreign businesses were registered which is almost a fifth of all business (1841) in Lodi. See: Figures from the year 2009 provided by the Bilancio Sociale.

from different ethnic groups to mix. Finally, the city organises public debates or campaigns on the subject of diversity. In total, the city allocated 5,500 for these activities in 2010.

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 Lodi's public space policy goals is rather low: 30% of these goals were achieved, while the sample city rate for public space policy is 65%.

Lodi has implemented several public space policy instruments. It does take action to encourage intercultural mixing in libraries, museums, playgrounds and public squares and along the shores of its river Adda.

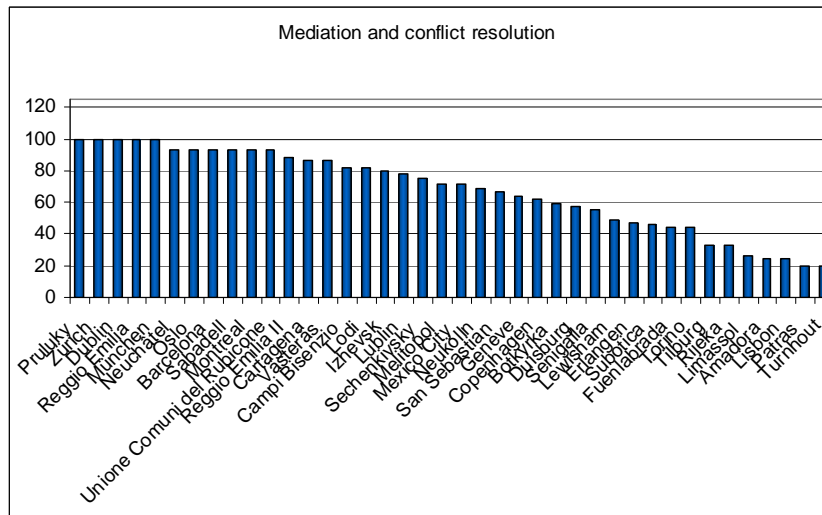
In addition, the city is planning to set up a citizen's council that provides different forms and places of consultation when planning new buildings or public spaces. The council then should also take into account the ethnic/cultural backgrounds of citizens. With regard to the council, it could refer to the British city of Lewisham: In Pepys Park young people were invited into the process of designing and making a new playground area. Also 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'.

But also the revitalization of the Porta Palazzo neighbourhood in Turin could be a useful example. The project included broad participation by both public institutions and private companies as well as local partners and citizens. Predominantly, the involved project "Balloon in the middle," started in 1998 to cope with conflicts between regular and irregular salesmen and to give an answer to the citizens' complaints in an urban area characterized by a lack of security. Especially the established "Vivibalon Association" succeeded in creating new participatory processes by bringing together the different parties involved in the conflict (informal leaders among the pitchmen, residents and representatives of the Urban Regeneration Department of Turin).

Another useful example comes from the Portuguese city of Amadora. After 284 fires broke out in Casal do Silvia, one of the city's neighbourhoods, Amadora designed new playgrounds, recreational, educational and socio cultural facilities whilst taking into consideration the ethnic/cultural backgrounds of its inhabitants.

One neighbourhood in Lodi is dominated by one ethnic minority group. This often causes – as indicated in the questionnaire – exaggerated security concerns and mistrust between the inhabitants. In order to forge a peaceful living together mediation and conflict resolution policies become increasingly important.

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 Lodi's mediation and conflict resolution policy achievement rate is higher (82%) than the city sample's rate (68%).

Lodi provides a generalist municipal mediation service including intercultural competence and specialised staff. The city's **Stranello Stranieri** (contact point for foreign nationals) with the **Cooperativa Sociale Il Mosaico** provide mediation and advice for foreigners in multiple languages such as Arabic and Romanian. Also, it offers intercultural mediation in places such as hospitals, in youth groups, and in general services and administration. Moreover, it set up an organisation in the city dealing with inter-religious relations. Though, Lodi might provide more specific mediation services in its neighbourhoods and on the streets.

The Spanish city of Vic may be a source of learning in this respect in the future. In this city of 40,000 inhabitants, a team of ten "street mediators" deal with minor neighbourhood conflicts and seek to meet and talk with people on the streets and in public spaces about their concerns related to the arrival of foreigners, the changes in host community and the role of the host community in the integration process.

In Tilburg there are volunteer neighbourhood mediators. In this Dutch city the project started in "impulse neighbourhoods", but now these mediators are active in every one of the city's neighbourhoods. Eighty percent of the mediation volunteers are of migrant origin: this prevents and solves problems in the Tilburg's neighbourhoods.

9. Language¹⁵

Lodi's language policy achievement rate is lower (35%) than the city sample's rate (49%).

To begin with, the city council supports a number of private and civil sector institutions that offer a broad range of language trainings for a diversity of target groups (such as non-working mothers, unemployed, retired people etc.). They provide language programs for migrants to learn and improve their mother tongue. But so far the learning of the minority languages is not part of the regular curriculum at schools and therefore not a regular option to everyone.

The city did not indicate whether it is supporting awareness measures that seek to give a positive image of migrant/minority languages. It could think of celebrating the **UNESCO's Day of Mother Tongues** on the 21st of February, which is the case in other cities. For instance, the German city Erlangen commemorates the day with a number of different projects that valorise one's own native language.

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 cooperate with local media agencies to achieve a climate of public opinion more conducive to intercultural relations.

50% of Lodi's media policy goals were achieved while the city sample's attainment rate for these goals is 49%.

To begin with, the city pursues a media strategy to promote a positive image of migrants and minorities in the media and the city's information service is instructed to promote harmonious intercultural relations.

But Lodi's city council does not financially support local minority print media or TV and radio programs in the language other than the language of the majority ethnic. Here the city of Turin could serve as a model. In Turin for example GLOB011 and L'Accento are free newspapers written also in the minority languages. Beyond this, the website Torino Plurale offers the video stream YouTorino¹⁶ with news in Romanian, Albanian, Chinese, Spanish, and Somali.

Also, the Swiss city Neuchâtel has a very vivid media sector. The journalists of the newspapers L'Express and l'Impartial are often of immigrant origin or foreign residents and are very sensitive to the diversity and integration issues. The newspapers report often on the celebrations of different ethnic communities. For example during the training camp of the Portuguese team for Euro2008, they published one page in Portuguese everyday and presented Portuguese culture. One of the Neuchâtel media's flagship initiatives has been the week of integration in public service media which involved a number of reports about foreigners and their lives.

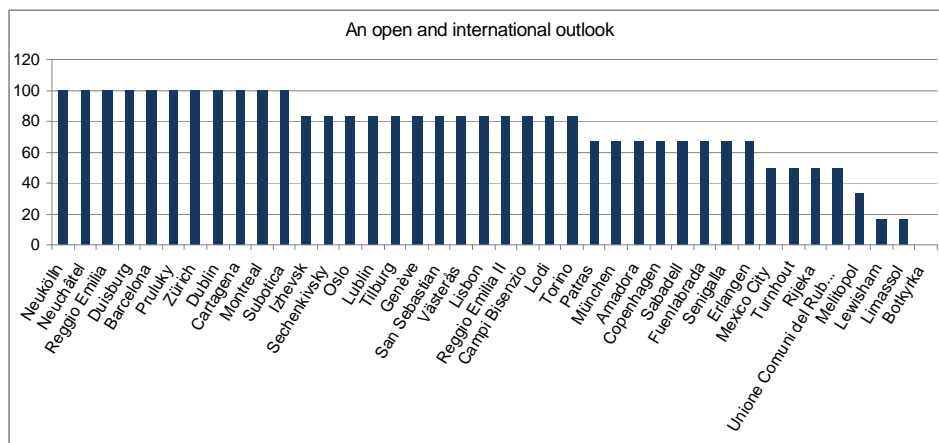
¹⁵ By language we understand an abstract system of word meanings and symbols for all aspects of culture. The term also includes gestures and other nonverbal communication. (ref-http://higher.ed.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

¹⁶ <http://www.comune.Torino.it/youTorino/stranieri/>

Lodi does not provide concrete support for media training, or mentorship for journalists with minority background. To enhance this effort, it could consider an initiative implemented in this area by the Oslo city council. Here, among journalists, editors, and media researches, there is a growing awareness of the role of the media in promoting cohesion and presenting news in a responsible and intercultural way. This has resulted in a stronger focus on the recruitment of journalists with ethnic minority background.

Lodi does not monitor the way in which media portray minorities. Here it could learn from the Greek city of Patras. The city of Patras together with the University of Patras and the Greek Ministry's Interior office Institute of Immigration policy conducted such a survey.

11. International outlook policies

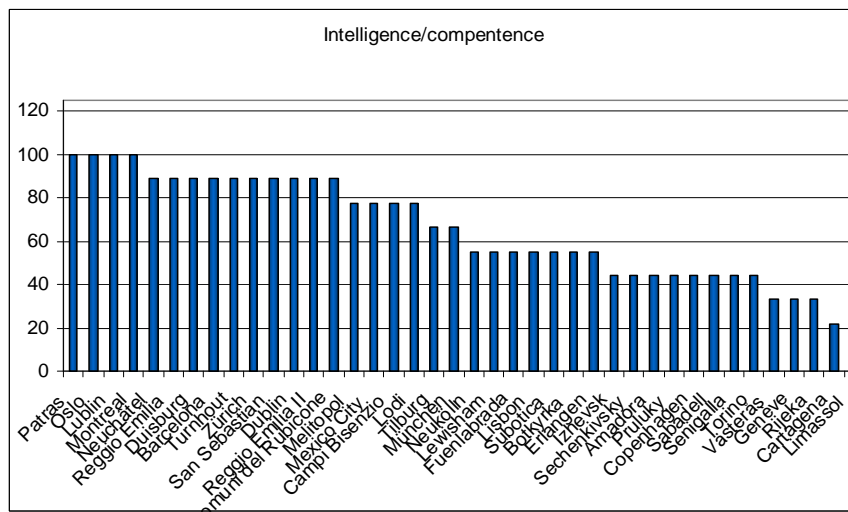


Lodi's international outlook policy indicators are higher (83%) than the city sample's (75%).

Lodi has put into practice several policies to encourage international co-operation. A specific financial envelope has been introduced to achieve this. The city has initiated projects and policies to encourage economic co-development with its migrant groups' countries of origin. Beyond this, the city takes measures to attract foreign students and to encourage them to participate in the life of the city.

Yet, it has not set up an agency with a specific responsibility for monitoring and developing the city's openness to international connections. Here it could learn from the Swedish city of Västerås. The city has set up an International Coordinator and Diversity strategist in the city's Welfare and Labour Unit which is part of the City's management office. Also Barcelona may provide a useful source of learning in this respect, it has set up an agency called "Do it in Barcelona."

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 attainment rate of Lodi's intelligence competence policy goals is higher than the city sample's: 78% of these goals were achieved, while the city's sample rate in the field is 65%.

Information about diversity and intercultural relations is mainstreamed to inform all city councillors and public servants on new developments in this field. The city carries out surveys including questions about the perception of migrants/minorities. Through regular intercultural workshops and seminars the city promotes the intercultural competence of its officials and staff.

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.

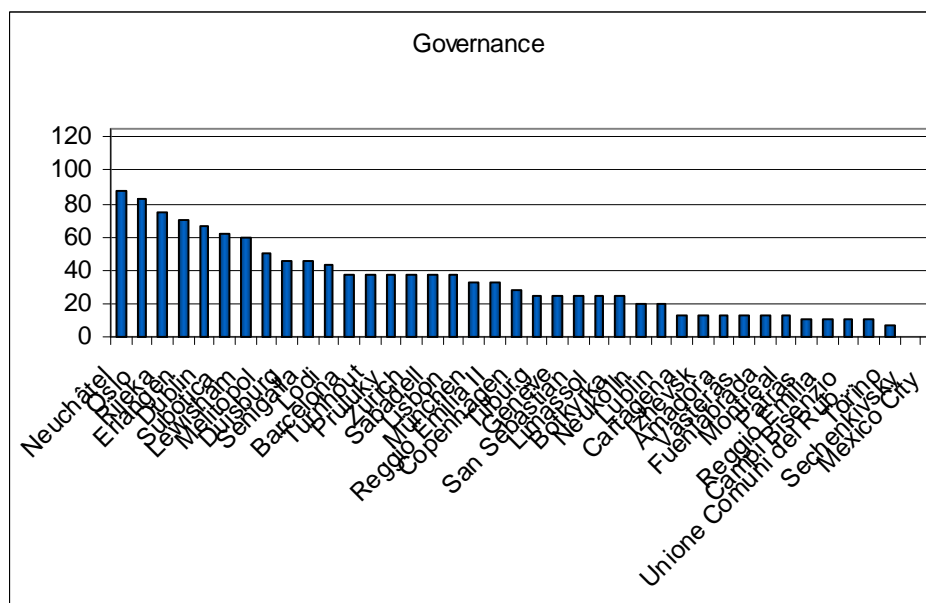
The attainment rate of Lodi's welcoming policy goals is rather high: 93% of these goals were achieved, while the city sample rate is 57%.

Lodi does have consultation facilities that help newly arrived persons (students, family members, migrant workers, refugees) to find their way in the new surroundings. In addition, the city provides a comprehensive city-specific package of information and support to newly-arrived residents from abroad. Especially, **Sportello Stranieri** and **Sportello per richiedenti asilo e rifugiati** (municipal service for refugees and asylum seekers) offer first legal and administrative guidance

and support to social and economic integration. In this regard, the city cooperates with the non-profit organization Lodi per Mostar.

Yet, the city did not indicate whether there is a specific public ceremony to greet newcomers in the presence of officials. It could refer to Barcelona, here it is the city's mayor who personally greets family members and youths at an annual reception ceremony. Also in Campi Bisenzio, each year in December, persons who obtained Italian citizenship in the previous year, are called to participate in a public ceremony. Hereby numerous migrants' associations and individuals working in the sector are both participants as well as organizers.

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.

Lodi's governance policy rate of 43% is quite high, while the city sample's attainment rate for these goals is 32%. It is thus positioned in the upper tertile of the index.

The city of Lodi does have a political body such as an independent committee ("Consulta dei nuovi cittadini") that represents all ethnic minorities. Yet, in Lodi only citizens can vote in local elections. Also, Lodi did not indicate in the questionnaire whether the ethnic background of elected politicians does reflect the composition of the cities population. In this regard, Lodi may wish to further explore possible governance policies by introducing activities to increase the representation of migrants in the city administration. An interesting example of such an initiative has been developed by the UK-based operation Black Vote which has set up a scheme in Liverpool. It allows young migrants to shadow established local politicians so they better understand what the job involves and it encourages them to engage in politics.

Beyond this, Lodi could consider a standard rate for the representation of migrants/minorities in mandatory boards supervising schools and public services.¹⁷

15. Conclusions

In some of the intercultural strategy areas Lodi does better than many other cities for example when it comes to its education system, the interculturalism of its business and labour market, mediation and intelligence policies as well as its welcoming policies. For a documentation on its intercultural activities see [Lodi Sociale](#).

16. Recommendations

When it comes to Lodi's intercultural efforts, according to the survey it could enhance its neighbourhood and public space policies. Beyond this Lodi might introduce more specific measures in the media sector and provide more language facilities. In this regard, the city 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 database](#).

¹⁷ <http://comunelodiservizisociali.wordpress.com/>