



Intercultural cities

Joint action of the Council of Europe and of the European Commission



Zurich: Results of the Intercultural Cities Index

Date: 9 August 2011

A comparison between 29 cities

Introduction

The Intercultural Cities programme is a joint initiative between the Council of Europe and the European Commission. It seeks to explore the potential of an intercultural approach to integration in communities with culturally diverse populations. The cities participating in the programme are reviewing their governance, policies, discourse and practices from an intercultural point of view. In the past, this review has taken the form of narrative reports and city profiles – a form which is rich in content and detail. However, it is relatively weak as a tool to monitor and communicate progress. The 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 29 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora (*Portugal*), Barcelona (*Spain*), Copenhagen (*Denmark*), Donostia-San Sebastian¹ (*Spain*), Dublin (*Ireland*), Duisburg (*Germany*), Geneva (*Switzerland*), Izhevsk (*Udmart Republic, Russia*), Limassol (*Cyprus*), Lisbon (*Portugal*), the London borough of Lewisham (*United Kingdom*), Lublin (*Poland*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Oslo (*Norway*), Patras (*Greece*), Pryluky (*Ukraine*), Reggio Emilia (*Italy*), Rijeka (*Croatia*), Sechenivsky (*District of Kyiv, Ukraine*), Subotica (*Serbia*), Tilburg (*The Netherlands*), Turnhout (*Belgium*), Vasteras (*Sweden*) and Zurich (*Switzerland*).

This document presents the results of the Intercultural City Index analysis for the city of Zurich 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

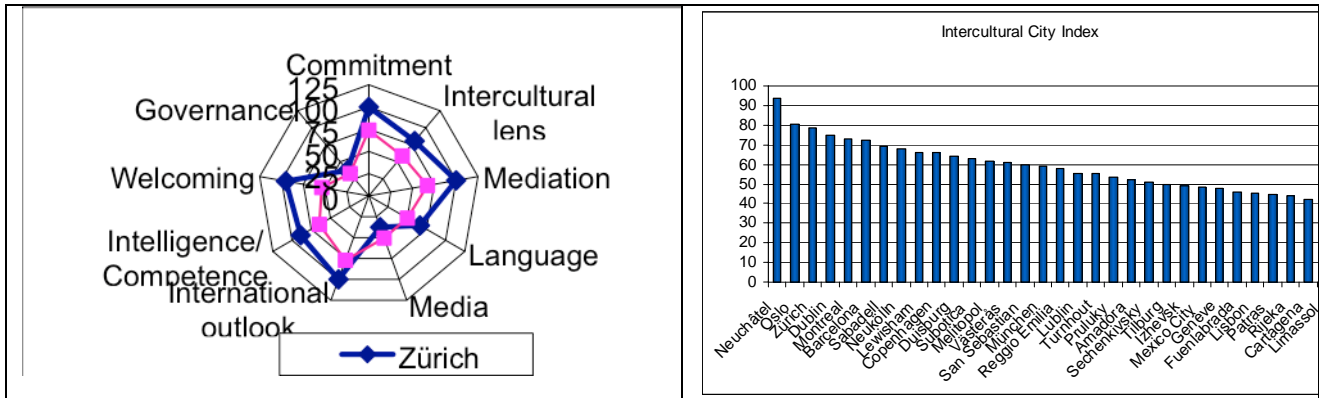
The Intercultural City Index analysis is based on a questionnaire involving 66 questions grouped in 14 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for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

¹ The Spanish city of Donostia-San Sebastian hereinafter referred to as San Sebastian

public services; business and labour market; cultural and civil life policies; public spaces are grouped in a composite indicator called “urban policies through the intercultural lens” or simply “intercultural lens”.

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

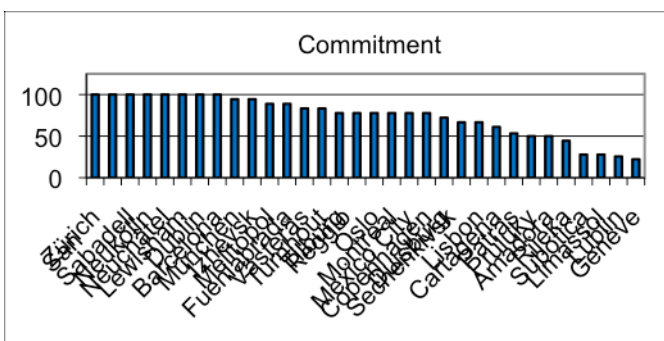


According to the overall Index results, Zurich is positioned third among the 29 cities in the sample in relation to the index as it stands at present.

Zurich-An overview

Zurich is the largest city in Switzerland and is the capital of the canton of Zurich. In 2009, the city of Zurich had a population of 382,906 inhabitants. The most important ethnic group-Swiss citizens- make up 69.3% of Zurich’s inhabitants. Non-nationals make up 30.7% of Zurich’s total inhabitants. The largest minority group- people from Germany-make up 7.5% of the city’s population and people from Italy make up 3.5% of the city’s population. The latest GDP/per capita figures are of €107,000.

1. Commitment



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

The rate of achievement of Zurich’s commitment policy goals is considerably higher than the city sample’s²: 100% of these goals were achieved, while the city sample’s rate for commitment policy is 74%.

² The term “city sample” refers to the weighted average of the 29 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

Zurich has adopted a number of initiatives which demonstrate its commitment to the intercultural approach. The city council has formally adopted a public statement in favour of diversity, peace and co-existence. The local government has designed an intercultural strategy and has developed an action plan to put it in practice. It has allocated a budget for the implementation of its intercultural strategy and action plan. The city council also has an evaluation process for its intercultural strategy. The city council has launched an official webpage for diversity and interculturality. Zurich has a dedicated cross-departmental co-ordination structure which is responsible for its intercultural strategy and action plan. Local citizens who have done an exceptional thing to encourage interculturalism in the local community are acknowledged.

2. Education³ 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 Zurich's education policy achievement rate is higher (75%) than the city sample's rate (65%).

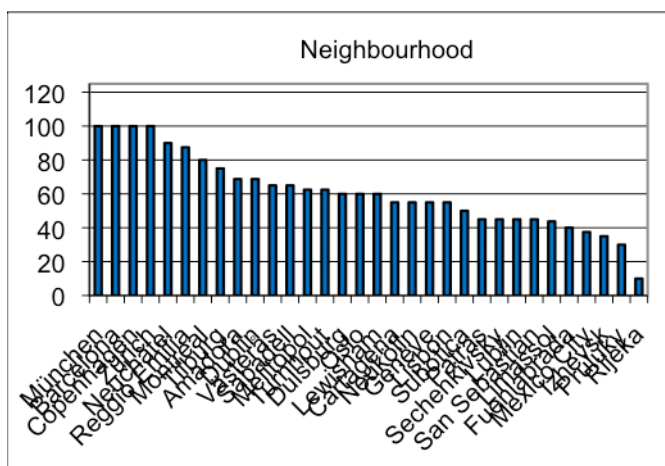
In none of the local primary schools do almost all pupils come from the same ethnic background. The city also promotes local schools which carry out intercultural projects. Zurich's schools involve parents from migrant/minority backgrounds in daily school life. Here, schools with a percentage higher than 40% of pupils with a mother tongue other than German are part of the QUIMS programme- Quality in Multicultural Schools. 51 schools in the city of Zurich are part of the QUIMS program.

Zurich might consider ameliorating its intercultural education approach by ensuring that the ethnic background of teachers mirrors the diverse population in a larger proportion of local schools. The city of Subotica in Serbia may provide a source of learning in this respect. Here, the Roma Education Centre has pressed for the training of Roma teachers and non-teaching assistants and for their employment in local schools and kindergartens.

Zurich may also wish to consider a policy to increase ethnic/cultural mixing in the city's schools. An interesting example of an initiative in this area has been put into practice by the British city of Bradford. Here, 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 lead 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.

³ The term "Education" refers to a formal process of learning in which some people consciously teach while others adopt the social role of learner - (ref. http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

3. Neighbourhood policies through an intercultural lens⁴



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

Zurich’s neighbourhood policy indicators are one of the highest (and indeed at the maximum rate, 100%) than the city sample’s rate (61%).

In none of Zurich’s neighbourhoods a vast majority⁵ of residents comes from the same ethnic background. Here, non-nationals make up between 20.6% and 42.6% of the city’s total population in the city’s 34 neighbourhoods. In none of the city’s neighbourhoods a vast majority of inhabitants comes from minority ethnic groups⁶.

Zurich encourages residents from one neighbourhood to meet and interact with residents from another from different ethnic/cultural backgrounds. The city has put into practice a policy which avoids ethnic concentration. 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.

Finally, the city also promotes interaction within neighbourhoods. For instance, “integration credits” offer financial support to neighbourhood activities. Zurich’s coordination structures also provide free support to neighbourhood initiatives. Finally, 18 Community Centres offer a wide range of activities and possibilities to promote interaction within 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.

⁴ 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.

⁵ 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.

⁶ 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://highereducation.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

The analysis shows that Zurich's public services policy achievement rate is higher (55%) than the city sample's rate (43%).

According to the answers provided in the survey, the ethnic background of public employees does not reflect the composition of the city's population. However, Zurich has put into practice a specific recruitment strategy to ensure that the ethnic background of public employees reflects the composition of the city's inhabitants. For instance, demonstrating language fluency in migrant/minority languages is a criteria when the city recruits employees who are in regular contact with the public. Finally, people from migrant backgrounds represent a high proportion of interns in the city's administration.

Non-nationals can seek employment in the local public administration. Zurich provides three out of the four services listed in the Intercultural cities index which are tailored to the needs of the ethnic/cultural background of its citizens: it offers funeral/burial services, school meals as well as women only sections and times in sports facilities in response to culturally-based requests.

Zurich may wish to build upon its services which are tailored to the needs of the ethnic/cultural background of its citizens. We invite the city of Zurich to consider the following initiative launched by Tilburg (The Netherlands) in this area. This practice was introduced due to the city's growing concern that migrants were unable to receive care adapted to their culture when they became elderly. Now the housing corporations in Tilburg build old people's homes for specific groups, like elderly from Suriname and from Turkey. The policy is general when possible, specific when needed.

The Germany city of Berlin⁷ has put into practice a similar initiative. Here, Berlin's 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 interesting example of such a practice has been jointly introduced by Neukölln's City Council Department for Social Affairs and Housing working together with the migration service of Caritas (a social welfare institution of the Catholic Church in Germany). This was introduced after a campaign for cultural-sensitive care for senior citizens. In this particular case, the staff of the service for senior citizens was familiarized with culture sensitive services for senior citizens in the framework of information and sensitisation events. An important issue was to attract migrants for voluntary participation in the social committees.

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

5. Business and labour market policies through an intercultural lens

Zurich's business and labour market policy indicators are much higher than the city sample's: 80% of these goals were achieved, while the city sample's rate for business and labour market policy is 43%.

Zurich has signed a charter which outlaws discrimination in employment. The city encourages ethnic/cultural minorities businesses to move beyond localized economies to enter into the main stream and higher value added sectors. Zurich joined the Congress for Local Integration Practices (CLIP) network module on "ethnic entrepreneurship". On the basis of the

⁷ This particular example comes from: Integrating cities DIVE: "Cities accommodating Diversity; Find Recommendations from the peer review project "Diversity and Equality in European Cities"

recommendations made in the case study Zurich will put into practice other initiatives in this area.

The city also encourages “business districts/incubators” to facilitate inhabitants from different cultures to mix more easily. The trust “Go” offers micro credits and consulting services for small start ups.

Finally, Zurich prioritises companies which implement a diversity strategy when procuring their goods and services. The city has adopted guidelines for the procurement of goods. For instance, they include standards set by the International Labour Organization (ILO) regarding non-discrimination.

The city council's business and labour market policies may benefit from encouraging the creation of a business umbrella organization which promotes diversity and non discrimination in the workplace. Zurich could learn from the Swiss canton of Neuchâtel. Since January 2005 this canton has been working in partnership with local watch-making businesses. Its objective is to integrate its diverse inhabitants into local businesses. It achieves this by educating local businesses on the realities of the canton's diverse inhabitants; publishing material on the legal aspects of discrimination at work; as well as providing factory managers with half day training on intercultural communication.

6. Cultural and civil life policies through an intercultural lens

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

Zurich's cultural and civil life policy goal achievement rate is higher (88%) than the city sample's rate (78%).

Zurich has implemented the following policies in cultural and civil life. It does use interculturalism as a criterion when allocating grants to associations. According to the answers provided in the survey, as approximately half of the city's population are from a migrant background, most of the local associations are in some way intercultural. Cultural organizations which deal with diversity and intercultural relations in their productions are also promoted. Finally, Zurich organises public debates and campaigns around the topics of diversity and living together.

Zurich's cultural and civil life policies may benefit from organising more frequently events and activities in the fields of arts, culture and sport to encourage inhabitants from different ethnic groups to mix. The Italian city of Reggio Emilia may be a source of inspiration in this area. Here, the Mondinpiazza festival is an intercultural weekend that unfolds in the city streets. It is organized in collaboration with associations of foreigners, municipal services and foreign and local artists. Theatre, cinema, performances, music tales, folkdances, foreign craftwork, booths for foreign communities and ethnic food are all part of the activities during the weekend. These are preceded by several public debates and conventions held the days prior to the weekend. Reggio Emilia also organizes an annual five-a-side football tournament called “Due Calci al razzismo”- two kicks against racism. It was first launched in 2006 in collaboration with sports associations. Participants include representatives from the various minority communities, the police force, Italian and or foreign women, disabled individuals, local administrators, as well as youth from secondary schools.

Zurich could consider a similar initiative put into practice by the French city of Lyon. Here, the parade takes place every two years and show-cases one core discipline, dance, together with complementary disciplines of music and street arts. Over 30,000 spectators are present at this vast urban ritual staged in the city centre where the city's main authorities (political, economic, religious, and institutional) are concentrated. The cultural project is structured around the unity of time, place and subject: the event organizers want to preserve this

unifying approach to the arts, which attracts amateurs of all sexes, all ages and very different social origins onto unfamiliar territory.

7. Public space policies through an intercultural lens

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

The rate of achievement of Zurich's public space policy goals is higher than the sample city's: 86% of these goals were achieved, while the sample city rate for public space policy is 67%.

According to the answer given in the survey, there are no areas in the city which have a reputation of being "dangerous". Some of the areas in the city are dominated by one ethnic group and make other inhabitants feel unwelcome. Zurich frequently conducts representative surveys which also include questions on perceptions of danger in the public sphere. On the basis of the results, the city takes actions when deemed necessary. It is worth noting that in the city perception of danger varies between socio-demographic groups, for instance according to age and class bracket. Lastly, perceptions of danger in public spaces do not always reflect the reality.

Zurich has implemented several public spaces policy instruments. The local government promotes intercultural mixing in public libraries, museums, squares and playgrounds. According to the answers provided in the survey, the Mayor's department has put into practice a four year plan to establish and enforce a "Culture of Welcome". It will consist of various measures which will be taken by the city's services, for instance the Residents and Cultural affairs office. When reconstructing an area, Zurich's City Council proposes different forms and places of consultation to reach out to its ethnically and culturally diverse inhabitants. Here, guidelines have been established to guide the participation process. In addition, the city's coordination offices offer support to connect multiple stakeholders.

Zurich may wish to promote intercultural mixing in the city's markets. An interesting example of such an initiative has been jointly put into practice by the Vienna Chamber of Commerce and the city council. Ottakring is a neighbourhood on the outskirts of Vienna, with more than 50 nationalities including Pakistanis, Turks, Maghrebians, Egyptians, which make up 36% of the total population of 8,000. During the late 90s the once popular historic market of Brunnengasse faced a chronic decrease in visitors. Most of the bordering ground floor premises also became vacant and were used for storage or occupied by industries with no relation to the market, such as betting shops. In response, the Vienna Chamber of Commerce and city council decided to allocate all empty shops to artists rent free. Dozens of artists blended into the life of the neighbourhood and ran numerous projects in association with local shopkeepers and residents, ranging from providing services (sign painting etc) to innovative and unusual projects.

We invite Zurich to build upon its existing public space initiatives for instance by taking into consideration the ethnic/cultural backgrounds of its citizens more frequently when designing and managing new public buildings or spaces. An interesting initiative has been implemented 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

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

The analysis shows that Zurich's mediation and conflict resolution policy achievement rate one of the highest (and indeed at the maximum rate, 100%) than the city sample's rate (67%).

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

9. Language⁸

Zurich's language policy achievement rate is higher (67%) than the city sample's rate (50%).

Zurich encourages projects which give a positive image to minority/migrant languages. The city provides specific language training in the official languages for hard-to-reach groups⁹. It also supports private/civil sector institutions which offer language training in migrant/minority languages. Additional curriculum courses, called HSK Courses, are offered by embassies, consulates as well as private organisations. These courses cover a range of topics including languages, history, geography, as well as minority cultures.

National laws do not allow the city to support media structures, even though it is possible to support concrete projects. In recent years, Zurich's Local Integration Credit has supported a local non-for-profit radio station. It broadcasts in several languages and the work is mostly done by volunteers.

Zurich 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. Zurich may wish to take note of a similar initiative put into practice by Reggio Emilia (Italy). 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.

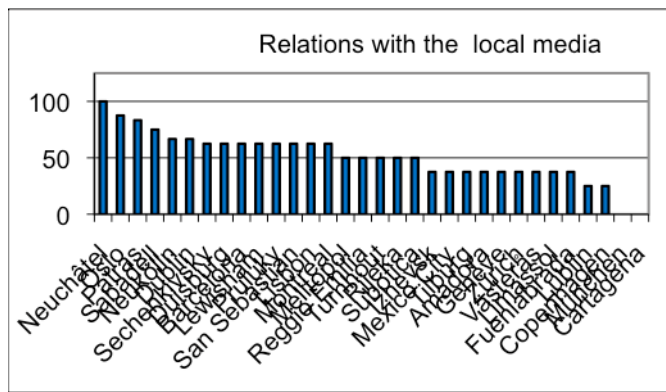
The Swiss canton of Neuchâtel has put into practice a similar initiative. Here, volunteers in the Neuchâtel intercultural library are convinced that the provision of books in a range of languages-both to individual users and through schools-helps migrant children learn French. Parents read to their children in their native language and this affirms their role and authority of educators (which is threatened by an insufficient command of the host language). This in turn reinforces the children's interest in reading and learning altogether and encourages the acquisition of the native language.

Another useful example comes from the London borough of Lewisham. Here supplementary schools supported by the borough provide mother tongue language and cultural schooling. There are also national events such as Black history month and Refugee Week that also include language promotion.

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://higherred.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

⁹ The term makes specific reference to non-working mothers, the unemployed, as well as retired people

10. Media policies



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

38% of Zurich's media policy goals were achieved while the city sample's attainment rate for these goals is 51%.

Zurich monitors the way in which minorities are portrayed in the local media.

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

Zurich may wish to take note of another initiative launched by the Danish capital, Copenhagen. This city has carried out a 3-year campaign (We Copenhageners) among others with the aim of acknowledging and celebrating diversity. A part of this campaign has been directed towards the media and there has been substantial press coverage.

The Swiss canton of Neuchâtel may also be a source of inspiration in this respect. "Vivre ici en venant d'ailleurs" is an initiative which promotes migrant groups participation in their communities. It seeks to promote a more positive image of migrant communities than achieved through normal media channels. A double media strategy is implemented through written press and a radio station. Articles as well as broadcasted shows are produced on the life of a local migrant, his/her migratory journey or the political and historical situation of the foreigner's country of origin.

A club in the French city of Lyon has put into practice a similar initiative. Here, the Diversity Club in Lyon, set up by professionals of migrant background, organised in 2009 the diversity awards event with the largest regional newspaper, "Le Progres", in order to highlight pro diversity initiatives and actions. The event was attended by 2000 people and was followed by a special supplement in "Le Progres". It has now become an annual award.

In addition the London borough of Lewisham may be a source of learning in this respect. Here, the council publishes a magazine entitled "Lewisham Life". It covers the diversity of the borough and official pictures are selected to ensure they represent the variety of the population.

Zurich may wish to further explore possible media policies, for instance, by providing advocacy/media training/mentorships for journalists from minority backgrounds. An interesting example of such an initiative has been implemented by Oslo city council. Among journalists and editors, and media researchers operating in Oslo, there is now a growing awareness about 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.

Zurich may wish to build upon its media initiatives for instance by instructing information services to promote harmonious intercultural relations

11. International outlook policies

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

Zurich's international outlook policy indicators are higher (and indeed the maximum rate, 100%) than the city sample's (77%).

Zurich has put into practice several policies to encourage international co-operation. A specific financial provision has been introduced to achieve this. The city has also initiated projects and policies to encourage co-development with Zurich's migrant groups' countries of origin. The city has set up an agency to monitor and develop Zurich's openness to international connections. Zurich supports local universities in order to attract foreign students, and ensures that foreign student populations take an active part in the city life.

12. Intelligence competence policies

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

The attainment rate of Zurich's intelligence competence policy goals is higher than the city sample's: 89% of these goals were achieved, while the city sample rate for intelligence competence policy is 64%.

The city has adopted the following best practice recommendations in its intelligence competence initiatives. Information regarding diversity and intercultural relations is mainstreamed to inform the city when formulating new initiatives. According to the answers provided in the survey, the city conducts intercultural workshops. The city also conducts surveys to find out how inhabitants perceive migrants/minority groups. Zurich also promotes the intercultural competences of its officials and staff through interdisciplinary seminars, information networks and training courses.

Zurich may wish to further explore possible intelligence competence policies, for instance by offering internships. The city could consider following the example of the Swiss canton of Geneva. Here, the Office for the Integration of Foreign Residents runs internship programs. Its aim is to contribute to the professional development of its candidates in the field of cantonal government and integration.

13. Welcoming policies

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

The attainment rate of Zurich's welcoming policy goals is higher than the city sample's: 95% of these goals were achieved, while the city sample rate is 54%.

and civil life, public spaces, mediation and conflict resolution, language, international outlook, intelligence competence, welcoming, and governance practices.

16. Recommendations

Zurich needs to make progress in relation to its media initiatives. The city may wish to look into some of the 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