Learning from the World: Good Practices in Navigating Cultural Diversity

Bertelsmann**Stiftung**

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1 Introduction

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The Reinhard Mohn Prize 2018 "Living Diversity – Shaping Society" focuses on diversity in German society, that is the plurality of cultural, religious and linguistic identities found among the people who live in the country. With this focus, the RMP 2018 highlights a variety of successful strategies for living peacefully in diversity. In historical terms, cultural diversity is nothing new or unique for Germany. In fact, though we are often unaware of it, cultural diversity has been a feature of our daily life for a long time. Indeed, religious differences have shaped German society since the Reformation. And Judaism has always been present in the area we now call Germany.

Many people associate diversity in Germany with the arrival of immigrants seeking work in the 1960s. But labor migration has long been a reality in Germany, as the immigration of Poles to the Ruhr area in the 19th century shows. And not to be forgotten are several other national minorities with a long history in Germany such as the Sinti and Roma, Danes, Frisians and Sorbs.

Yet the current debate on diversity is dominated by concerns regarding the recent arrival and immigration of refugees. With all the emphasis on seemingly new and overwhelming challenges, Germany's long tradition of diversity, its experience with integration and its success with resolving tensions and conflicts get lost in the debate. It is therefore worthwhile to take a closer look at what works and brings results – in Germany, but also in other countries. We can draw insight and inspiration from the experience of others, if we look beyond our own horizon.

In line with Reinhard Mohn's motto "Learning from the World," the recommended actions for promoting functional diversity draw upon an extensive analysis of good practices in Germany and abroad. The analysis presented here documents the results of an international research project commissioned by the Bertelsmann Stiftung and carried out by Prognos AG.

For most people in societies around the world, engaging with diversity is part of everyday life. Clearly, interacting with people of different cultural identities brings us opportunities to engage with different perspectives, traditions and practices that can drive creativity and innovation. However, we must recognize that cultural diversity also renders our lives together in a society more complex. Tension and conflicts can arise when different cultures, religions, traditions and practices – that reflect differences in values – are confronted with each other. We therefore need to provide opportunities for social interaction in which the acceptance of other cultural identities is promoted and by which diverse groups can build a shared identity. In other words, we need to provide opportunities that embrace cultural change and foster functioning diversity.

For Reinhard Mohn, the key to a state's capacity to foster functioning diversity and social cohesion lies within its political framework. In his words, "The peaceful coexistence of different cultures and peoples in one state requires a durable cultural pluralism that is secured through constitutional safeguards." Emphasizing the importance of diverse cultural identities in society, he believed that a liberal state must be able to ensure that a variety of cultures find expression in social life. As he saw it, "Culture is an essential source of support in people's lives." Language, cultural traditions, religion, daily practices and worldviews provide the contexts in which people interact with each other and build their views of the world.

The framework of the state – its laws, administration of justice and administrative order – sets the boundaries within which cultural diversity can unfold. For Germany, the first articles of the Basic Law explicitly outline the state's responsibility in this regard. The inviolability of human dignity (art. 1), the right to free development of one's personality (art. 2), equal rights and in particular the right to anti-discrimination (art. 3), and the freedom of faith and conscience (art. 4) are the key articles addressing these issues.

The legal foundations for an environment conducive to functioning diversity are clearly present in the German political system. However, diversity is something that we experience in everyday life. And it is the friction we experience in everyday practice that can lead to innovation and development, but also conflict and distrust. It is in the daily interaction of people with different backgrounds, the places where we engage with "others," where we find proof of whether governance is successfully cultivating functioning diversity. We have therefore decided to focus our international survey of good practices on local initiatives and projects.

Our research features two approaches. On the one hand, we've examined cities that may differ in terms of the size, social structure and composition of their residents but which all share one thing: the horizontal and vertical implementation of an explicit diversity strategy. In order to increase the likelihood that good ideas are taken up in Germany, we have focused on cities with diverse populations in Western industrialized countries that are comparable to cities in Germany. Specifically, this involves the cities of Mechelen, Leicester, Barcelona, Malmö, Toronto and Nashville. These six cities stand out because of their exceptionally diverse populations and their success with diversity strategies. Each city has identified areas of focus specific to their needs and developed measures tailored to each. This provides us in Germany a broad range of approaches and measures for different types of cities from which we can draw inspiration and develop our own suggestions. We should nonetheless remain open to ideas and initiatives that have evolved under very different conditions in cities of the Global South, some of which feature an even greater diversity than known here.

On the other hand, we also focus on individual projects, some of which are part of the strategies in cities featured in the first part of the study, though most of them are more or less standalone measures taken in other countries or cities. These initiatives demonstrate just how innovative and varied attempts to navigate diversity in neighborhoods and cities can be, and that they do not always have to be embedded within national policy. Anyone and everyone can contribute to functioning diversity in their community by joining forces and bringing good ideas and motivation to the table.

Cultural diversity is a cross-cutting issue because it is relevant to several different action areas in society. Diversity raises several challenges in efforts to influence societal behavior

and environments, from how we interact with each other in institutions such as schools and businesses to day-to-day interaction in neighborhoods. A diverse population must be able to draw upon communication processes in politics and the media that foster a new image of what it means to be a member of a given society. In our analysis of both cities and individual projects, we've therefore focused on key areas of civic activity – citizenship, education, interaction, the labor market and the media – as those areas that shape how diversity is experienced. Of interest are those measures that help diverse groups feel connected to the environment they live in by strengthening a sense of belonging, fostering improved education opportunities, promoting understanding of other cultures, facilitating dialogue and exchange, improving vertical mobility in the labor market and addressing the ways in which we report on diversity.

We would like to thank our colleagues at Prognos AG for their tireless efforts in conducting the research for this report, collating its findings and organizing the research trips. We thank in particular Claudia Münch and Felix Strier, who accompanied us during our research travels, conducted numerous interviews and authored this report.

Findings and recommendations

Living together successfully in cultural diversity means that everyone – regardless of their cultural identity – has the opportunity to participate in economic growth and the political processes of decision-making. It also means that every member of society enjoys a sense of belonging and relationships with others in society that are characterized by trust and respect. We need to implement strategies in order to achieve these objectives. Drawing on the global research presented here and the analyses and expertise of German and international experts and practitioners featured in our publication, Living Diversity – Shaping Society. The Opportunities and Challenges Posed by Cultural Difference in Germany (Bertelsmann Stiftung 2018). We have identified 10 recommendations for targeting social cohesion in growing cultural diversity:

1. Make a clear commitment to demonstrating respect for diversity

Cities need to show clear commitment to demonstrating respect for diversity in urban society. They should seize the opportunity to highlight respect for diversity as part of their brand while strengthening the sense of local identity and community. This commitment can be demonstrated through awards, campaigns, posters and festivals. City governments can also send out a positive message of inclusion by using social media channels or their internet sites to post well-wishes and greetings to various religious communities on important religious holidays.

2. Demonstrate diversity leadership

Cities need admired and respected leaders who act as strong advocates of functioning diversity. Local politicians and mayors, in particular, play a key role here. The stance taken by such leaders sends strong signals to the public. By acting credibly in taking a pro-diversity stance, local politicians foster trust as they set an example for other people and institutions to follow. This begins with municipal administration institutions, which play an important role in demonstrating leadership as both employers and consumers of services. In order to set a good example, these offices should implement hiring practices that are designed to

ensure that their staffs reflect the diversity of the city's residents. Knowledge of foreign languages and cultures should be treated as a desired skill. Similarly, public bids and tenders can be used – within the limits of their mandate – to promote interculturality in the public sector.

3.   Use strong role models

In addition to political champions who advocate for diversity, we need public role models who embody the sheer normality of living in diversity. These role models can be teachers, youth workers, police officers, football trainers, leaders in theater and other everyday "heroes" of civil society who inspire others to act with courage and respect, thereby building trust in a diverse society. The sustainability of living together in cultural diversity demands broad-based onboarding and the institutionalization of diversity in various fields of action.

4.   Target strategic coordination and networking

Diversity should be addressed by all areas of civic policymaking and never be treated in isolation. This kind of vertical and horizontal integration into municipal administration requires coordination and networking across individual administrative units and between the city and those who provide services on the ground. Strategic and coordinated teamwork in areas such as youth work, schools and preschools, neighborhood economic development, housing, security and so on creates the foundation for effective cooperation in which everyone is a stakeholder with a shared objective. It makes sense to establish a coordination headquarters within the city administration that is tasked with developing concrete, measurable objectives and measures that involve everyone, assigning responsibilities and ensuring transparency in marking the successes and failures observed in the implementation of urban diversity strategies. Cities should also share their experiences with intercultural strategies and measures to promote stronger networking.

5.   Embrace cultural differences

Different traditions and religions feature different everyday habits, rituals and activities. To cultivate a sense of belonging and inclusion among all residents, cities should promote the active recognition of cultural differences within the framework of our prevailing legal order. This can involve, for example, allowing civil servants to wear a headdress that represents an aspect of their religious identity or accommodating for a variety of burial rituals in municipal cemeteries. At the same time, cities must emphasize the commonalities across its residents in order to promote a sense of shared identity and community.

6.   Create public spaces for interaction

Cities should create both physical and figurative spaces that encourage interaction and dialogue across groups. Creating public spaces, such as youth centers or parks, that reflect the varied interests and needs of a community involve participatory urban-planning processes. Neighborhood centers, local libraries and sports facilities are ideal locations for bringing together residents of all types. Professional mediators and intercultural trainers should be engaged to facilitate exchange among residents with different cultural backgrounds and to mediate any conflicts or source of misunderstanding that might arise.

Discussion forums can also create figurative spaces for dialogue by creating a platform by which common interests can be identified and differences exchanged. These forums can thus contribute to the peaceful resolution of conflicts. In addition, buddy or mentoring projects can help create the figurative space for cross-cultural exchange in cities. Urban festivals can also foster this kind of exchange. Indeed, participating together in such festivities helps build trust and cohesion across diverse experiential borders, and is effective in battling segregation. Targeted urban-planning measures such as subsidized or low-income housing as well as beautification and revitalization programs for disadvantaged neighborhoods can prove effective in dismantling segregation. Neighborhoods that reflect the social and cultural diversity of a city are central to its sustainability because of their capacity to prevent parallel structures from taking hold as they ensure social inclusion and cohesion for everyone. At the same time, the spatial concentration of culturally similar residents in one area should not necessarily be seen as negative. Research shows that the social networks emerging from such "arrival" neighborhoods can serve a bridge-building function in fostering the integration of immigrant communities into broader society.

7. Promote participation

Cities need to create participatory opportunities for residents. Environments that enable citizens to demonstrate their personal strengths and to find their activities met with respect and appreciation by others foster a sense of community and create value for everyone. The experience of being able to make a difference as an individual and to contribute, for example, to the development of your neighborhood creates ties to the community and a sense of responsibility for this shared space. Participatory processes help ensure that outcomes are accepted because individual needs and expectations are integrated into the process from the start. Formal municipal institutions and committees must reflect the diversity found within a city's population. People with different cultural backgrounds must be able to voice their concerns in city parliaments, councils and committees as well as to participate in roundtable discussions or other forums of exchange between policymakers and civil society if we are to ensure equal opportunity and prevent cultural misunderstanding, prejudice and rumors from taking hold.

8. Ensure social inclusion

Trust and openness toward others requires the fulfilled promise of fair participation in essential social goods and services. The sense of being discriminated against or subject to systemic deprivation helps foster frustration, envy and the search for scapegoats in society. Cities must therefore develop strategies to ensure that everyone has fair access to education, jobs, housing and infrastructure.

9. Ensure safety

In order to ensure lasting relationships of trust, all citizens must feel secure in the public sphere. Essential to maintaining trust in the police and other forces responsible for ensuring public safety is their commitment to act in accordance with the rule of law and to never base decisions on cultural stereotypes or through racial profiles. Cultural diversity training should be made a regular part of police work. Recruitment efforts for the police force should be designed to attract people with different cultural backgrounds. Thanks to their cultural knowledge and language skills, these individuals bring intercultural skills with them to the police force. And when the diversity of a society is reflected in its

police force, the acceptance of diversity as a normal everyday fact of life is strengthened. Further measures, such as the introduction of patrol officers on foot or bicycles in local neighborhoods, can also help foster trust and strong relationships between the police and local residents.

10. Monitor impact

In order to ensure the long-term impact of strategies promoting the benefits of living in diversity, cities must set goals and monitor progress. This involves designing projects and measures with measurable objectives that are subject to regular evaluation. Progress and outcomes need to be continuously recorded. Ongoing monitoring provides data that helps us understand intercultural developments in the city. Successes, shortcomings and failures can be identified. By tracking what works and what doesn't, cities can adjust strategies as they go along while creating mutual learning opportunities by engaging in knowledge transfer with other cities.

2 Urban models for navigating cultural diversity

Andreas Heimer, Claudia Münch, Felix Strier

Research process

Following Reinhard Mohn's vision of "Learning from the World," the Bertelsmann Stiftung and the Prognos AG carried out international research to see how communities around the world create environments for living in diversity that ensure all residents enjoy a sense of belonging, learn with and from each other, and participate in the various aspects of social and political life.

The initial phase involved conducting more than 100 interviews and carrying out desktop research on city strategies and local initiatives designed to promote intercultural life. In addition to academic experts on the subject, we interviewed individuals with extensive diversity experience in politics, public administration and civil society. Individuals who have overseen the implementation of the initiatives featured here were also interviewed.

Throughout this process, our research team's attention was directed to several cities such as Amsterdam, London, Leicester, Bilbao, Barcelona, Copenhagen, Malmö, Oslo, Zürich, Mechelen, New York, Nashville, Montréal, Toronto, Tel Aviv, Mombasa and Hyderabad as well as innumerable local projects. At two workshops held at the end of March and beginning of July in 2017, our team worked together with the Bertelsmann Stiftung's expert commission to discuss and consolidate our findings.

In order to obtain a more thorough understanding of local processes, we took a closer, on-site look at three cities – Mechelen, Leicester and Barcelona – during the second phase of the research process. We then selected those strategies that reflect the broadest range of good practices implemented in local communities and which are potentially transferable to the German context. Our discussions with policymakers as well as leaders from business, academics and civil society helped us develop an understanding of intercultural strategies from all angles.

The findings of our research are presented in the chapters featured here. First, we describe six broad-based strategies for diversity pursued by the cities of Mechelen, Leicester, Barcelona, Malmö, Toronto and Nashville. The next chapter takes a closer look at local projects being implemented in various policy areas with impact on urban life. This includes measures taken in the areas of education, empowering residents to participate in their community and the political process, leisure, sports and culture, and local media. The people behind each effort are themselves diverse, each of them featuring a different background in terms of institutional affiliation and work experience. The measures featured

are innovative in their efforts to promote interaction, understanding and trust among residents. Together with the urban strategies pursued by individual cities, these measures highlight the range of possibilities and actors involved with promoting a positive experience with cultural diversity.

Six case studies of urban intercultural strategies

The cities featured here share a common political vision in terms of promoting intercultural exchange in daily life, ensuring social inclusion for all residents and in recognizing the diversity of cultures and lifestyles that are found among the population. Yet each city has its own particular methods and measures that it employs in targeting these objectives. The fact that the approaches taken by these cities – each of which differ in terms of their population size, historical experience with migration and economic history – are all subject and accountable to the rule of law makes them particularly interesting for those interested in adapting such measures for application in German cities.

The cities selected as case studies can be characterized as follows:

☐ Recognizing diversity as a modern urban reality, the Belgian city of Mechelen targets an active approach to shaping diversity. The city is therefore committed to building relationships between residents, regardless of their cultural or ethnic background. In an effort to strengthen communal trust, the city administration has pursued a strict security policy that emphasizes early intervention. At the same time, it has battled segregation by promoting interaction between newcomers and long-term residents in schools and neighborhoods. The city also propagates an identity that reflects Mechelen's cultural diversity and accentuates the things common to all residents, thereby promoting an inclusive identification with the city.

☐ Featuring one of the most diverse urban populations in the United Kingdom, the former industrial city Leicester stands out for the way in which it has institutionalized dialogue between diverse communities – in particular religious communities – and the city administration. Leicester was one of the first cities in the United Kingdom to have featured a community cohesion strategy in its municipal policy. By promoting intercultural understanding, this strategy helps cultivate a sense of belonging for everyone.

☐ Despite continuing tensions between the Spanish government and Catalonia, including the recent 2017 crisis, the city of Barcelona has developed a pragmatic policy for diversity. As a harbor, Barcelona has always been open to cultural diversity and has therefore committed itself to mainstreaming intercultural policy in all aspects of urban policy. The municipal government engaged residents across the city to help develop the strategy. Both civil society and business leaders were deeply involved with implementing the strategy.

☐ In the Swedish city of Malmö, the cultural diversity found among residents is considered to be an intrinsic aspect of the city rather than a problem to be addressed. Malmö's administration pursues a visionary strategy that targets the creation of a socially sustainable city in which all residents are given the same opportunities to participate

in economic and social life. Working in partnership with civil society and the business community, the city promotes intercultural interaction and opportunities for personal development in education, urban planning and employment.

☐ Toronto's municipal administration pursues a branding strategy that emphasizes the city's image as Canada's most culturally diverse urban area. By providing official reports on its performance measures, the city demonstrates its commitment to ensuring social inclusion for all residents. By providing needs-based public services in which diversity is leveraged as a resource in creating sustainable and inclusive prosperity, the city ensures the equity of outcome.

☐ The city of Nashville features an urban policy that emphasizes the need to empower all residents to participate in their political, economic and social environment. Creating participatory opportunities for new Americans in Nashville helps strengthen civil society while building mutual trust and understanding across different communities. The city works with organizations that represent migrant communities to support new arrivals' entrepreneurial potential and improve Nashville as a place to do business.

2.1 Mechelen: A shared urban identity

Mechelen is today one of the most popular and diverse cities in Belgium. Yet this has not always been the case. In fact, Mechelen was plagued for several years by its reputation of being an unsafe city featuring the highest crime rate in the country. Much of the city's success can be attributed to the pragmatic politics pursued by its mayor, Bart Somers. He managed to foster a climate of trust by investing in the creation of safe urban neighborhoods while also battling segregation and bringing the city's residents together.

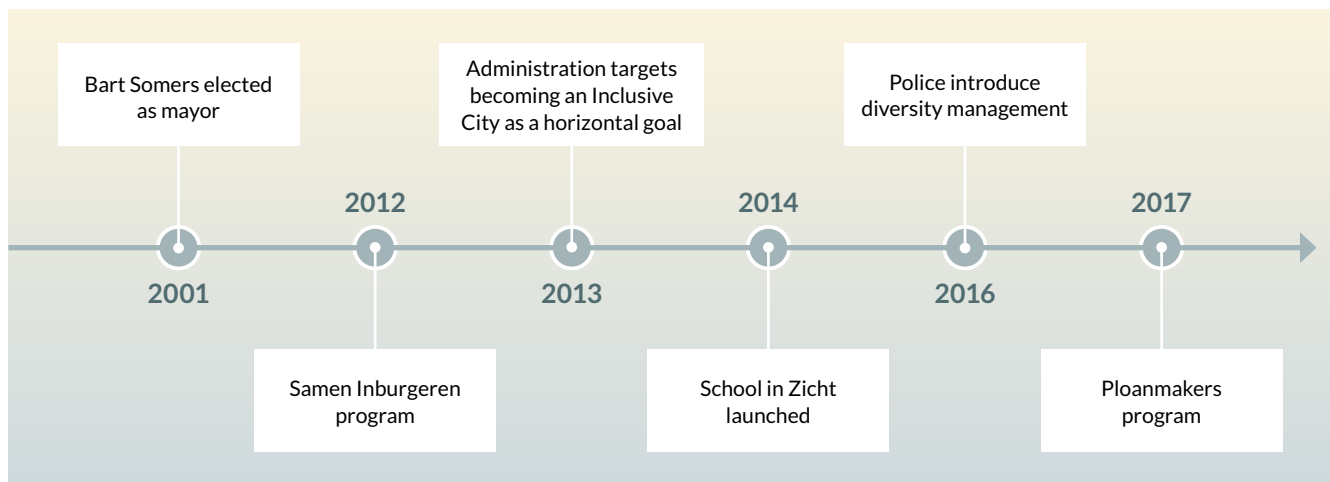## How Mechelen became one of Belgium's most popular cities

Though Mechelen counts just over 85,000 inhabitants, the city's location between the harbor city of Antwerpen and the capital city of Brussels gives it a deeply urban character. With more than 138 nationalities, the city is one of the most culturally diverse urban areas in Belgium. Nearly 30 % of adult residents have a migration background, while some 50 % of aged 12 and under have a migration background. A total of 20 % of the population is Muslim. Similar to the German experience, Mechelen received several so-called guest worker immigrants from Morocco and Turkey in the 1960s after Belgium had signed treaties with these countries. In the 1990s, the city's immigrants came primarily from Eastern Europe and Central Africa (Agentschap Integratie en Inburgering 2017: 4; Somers 2017a).

Mechelen's city center is known for its renaissance architecture that is today protected by historical preservation legislation. As a popular tourist attraction, it has the quality of an outdoor

Population: 84,114 (2015)
Foreign-born population:
29.7 %
Main countries/regions of origin (share of population):
• Maghreb region 13.4 %, other African countries 3 %   • Europe 5.3 %; EU member states 2.7 %, Non- EU member states 2.7 %,   • Asia 2.7 %   • Turkey 2.4 %
Per capita income:
€18,615 (average, 2015)
Unemployment:
8.9 % (2017)
Awards:
2016 World Mayor Prize for Bart Somers Among top 10 European Cities of the Future for 2016 (fDi Intelligence, Financial Times ranking)

museum. The urban setting surrounding the center is modern and populated by a variety of independently owned businesses, cafés and restaurants. This is a recent development. Through the end of the twentieth century, the Flemish city was known as "little Chicago" and struggled with a rather negative image. Crime, littered streets, social conflict and segregation had driven the middle class out of the city. Right-wing parties dominated public debates, and every third business failed.

However, the election of Bart Somers as Mayor in 2001 marked a political change of course for the city. Driven by the conviction that the new reality of diversity is deeply connected to economic potential and cultural wealth, Mechelen's

| 2001 | 2012 | 2013 | 2014 | 2016 | 2017 |

Bart Somers elected as mayor

Administration targets becoming an Inclusive City as a horizontal goal

Police introduce diversity management

Samen Inburgeren program

School in Zicht launched

Ploanmakers program

municipal administration has demonstrated commitment to promoting positive experiences with living in diversity. By investing in security and public spaces, the city has created a climate of trust with demonstrable success. Mechelen has become one of Belgium's most popular cities, surveyed residents express pride in the city (Stadsmonitor 2017), and the middle class is growing. Indeed, more and more people are moving to Mechelen.

The city is also enjoying an economic boom. The Financial Times (Edition 2016/17) ranked Mechelen ninth in its list of Micro European Cities of the Future, drawing the attention of national and international investors. The city achieved rank nine in the overall category (Best Micro European Cities of the Future) and in terms of its economic potential. In the category "Best Micro European City for Connectivity," Mechelen was ranked third (fDi Intelligence 2016).

In 2016, Bart Somers was awarded the World Mayor Prize (Bart Somers 2017b).

Communal life built on trust

The city of Mechelen pursues a strategy that is committed to preventing segregation by making it possible for residents to live together rather than simply side by side.

Successful integration requires, however, that all residents feel safe and at home in the

city. The Mechelen government thus began by investing in security in the early 2000s. The city strengthened its police force and introduced a strict security strategy in an effort to reduce crime, provide residents a sense of security and facilitate trust among citizens. In addition to a city-wide CCTV surveillance system, the city began implementing programs targeting criminal or at-risk youth. Part of this involves providing coaches and trainers awareness training to help them identify indications of radicalization and/or criminalization among youth, which serves as an early warning system of sorts. The city also works closely with the Antwerp organization CEAPIRE, which aims to counter violent extremism among youth through community outreach and engagement. The police also work with civil society organizations, the mayor and schools. By strengthening their community outreach efforts, which includes patrolling neighborhoods on bikes, the police have improved their communication with locals.

These efforts are driven not by efforts to target specific communities or neighborhoods, but to provide everyone equitable opportunities to participate in shaping their community. The fact that Mechelen – unlike other Belgian cities – has not seen any IS-related radicalization among its youth testifies to the success of these preventive measures.

The city has also invested in keeping parks green and streets and plazas clean. It has renovated

public sport facilities and built new playgrounds – all in the service of cultivating a sense of well-being in Mechelen. Through a new "Grote Broers" (Big Brothers and Sisters) initiative, young people aged 16 to 23 act as mentors on the playground and in sports centers where they ensure youth play by the rules and promote mutual respect.

Successful integration also requires that the concept of "super diversity" is recognized and embraced as an urban reality. Residents of super diverse cities are not simply "Moroccans," "Turks" or "Flemings," they are also laborers, mothers, members of a football club and so on. Individual identities and needs are more complex and cannot be reduced to a single ethnicity. Efforts are therefore made to avoid thinking of individuals in ways that reduce them to a specific category or group. Commonalities, or the things shared – instead of differences – are the focus of attention. By emphasizing the things that unite rather than divide people as Mechelen residents, the city helps cultivate a shared identity. Those who feel they are part of society will also shoulder responsibility for society. Key to developing a sense of community is ensuring that it is built on the shared values of equal rights, the rule of law and freedom of expression (Somers 2017(b), Somers 2018).

These principles are implemented by a tight-knit network of stakeholders in the city that include, for example, the mayor, city administration, the police, citizens' associations and cultural organizations – all of whom work and communicate closely with each other and with residents. In this way, they create a microcosm of interaction.

The goal of becoming an inclusive city is one of six horizontally integrated objectives targeted by the city government's vision of an "inclusive society where differences are recognized, allowed and respected, although not unlimited. We postulate basic values and regulation which are not negotiable. Mechelen experiences this variety as precious. Searching from the richness of differences what people connect. The will to live together is the starting point" (Stad Mechelen).

Having fun, together, with the Mechelen-sponsored "Samen Inburgeren" program

Mechelen's "Samenleven in Diversiteit" (Living Together in Diversity) steering committee, which meets three to four times a year to define strategic action areas and review the progress made by various measures and programs, involves the participation of several city council committees and parties, the mayor and other stakeholders. The committee is coordinated by the municipal government's Executive Diversity office, which is also responsible for ensuring that adopted measures and programs are realized by the relevant administrative departments and divisions (e.g., education, youth programs or sports). The goal of becoming an inclusive city is comprised of three program areas: openness, language promotion and social cohesion, each of which feature projects designed to facilitate these goals. Municipal working groups have oversight in determining implementation, a task they often carry out in cooperation with civil society organizations.

An example of a successful measure within the municipal government's social cohesion strategy is Mechelen's "Samen Inburgeren" (Integrating Together) buddy scheme program which pairs long-term residents with recent arrivals from other parts of Belgium or countries, such as students, labor migrants or refugees. By emphasizing the things people have in common in terms of shared interests and hobbies, the program creates opportunities for long-term residents and newcomers to meet as equals while fostering intercultural friendships. The city provides a framework for participants to meet over a six-month period. This includes informing potential participants in a one-on-one discussion, organizing events modeled on the speed dating concept to help match long-term residents with newcomers, providing vouchers for things like museum tickets and meeting with participants to reflect on their experiences. The program takes on potential participants twice a year. Celebrating its fifth anniversary in 2017, the program has helped 257 intercultural friendships take root. Immigrants themselves have since taken on coaching roles and are now showing other newcomers the city. The stories behind the friendships are documented in short films and shared with the public through a traveling exhibition that is brought to different neighborhoods in the city.

In 2014, the city's education authority, together with the NGO "School in Zicht" (Sights on School) launched a program of the same name as part of Mechelen's inclusive city strategy. The objective here is to support and encourage middle-class parents to send their children to the so-called Concentratiescholen (schools where students of a particular ethnicity or background are concentrated) in their neighborhoods instead of sending their children to "better" schools in other neighborhoods. Concentratiescholen have a higher percentage of children from immigrant or socioeconomically disadvantaged families. The project aims to increase the social mix of students in schools so that both privileged and underprivileged students are exposed to a broader set of learning opportunities. Supported by the city and its promise to improve the quality of schools, four of Mechelen's primary schools have already achieved the objectives targeted.

Some 60 % of the parents who expressed interest in the program agreed to send their children to a Concentratieschol and, two years on, 85 % of these children continue to attend these schools.

In 2016, Mechelen's education authority introduced efforts to establish a dialogue between schools and families with a Moroccan background. The goal here was to encourage discussions not about but with migrant families – as participants. Topping the agenda were issues such as improving children's well-being and motivation as well as strengthening communication between parents and schools. The process resulted in an action plan that was then implemented by all stakeholders – the city, schools and parents – for the 2017/2018 school year.

As a result, the city promotes strengthened language acquisition skills among migrant children through measures such as summer holiday camps where kids can have fun while learning Dutch.

In terms of youth work, the municipal government works closely with youth organizations to promote diversity in all aspects of recreational activities by offering diversity seminars and information or by providing mediators. With its "Kleur in het jeugdwerk" (Color in Youth Work) project, the city currently aims to increase the participation of migrant youth in Mechelen's youth organizations, some of which are built on a centuries-old Flemish tradition. Currently, less than three percent of participating youth are of a migrant background.

The municipal government is also working to ensure that its workforce and organizational staff reflect the diversity of Mechelen's population. This involves promoting intercultural skills and increasing diversity in staffing by providing diversity training, cultivating a welcoming culture, launching internal diversity campaigns, and providing language and job coaching. The city's efforts in this regard have proved successful, with the number of public employees with a migrant background having increased by 10 % from 2006 to 2017.

The Mechelen police force also hired two diversity managers in 2016, a female police officer and a diversity expert from the civil society sector. Both are tasked with raising awareness on diversity issues within the police force and cooperating with civil society organizations (e.g., Rojm) and block associations, thereby improving police-community relations and increasing the number of police recruits with a migrant background. Currently, some 7 % of the city's police force are of a migrant background.

The municipal administration also works closely with a variety of civil society organizations and provides many of them financial support. Two examples include:

- The Rojm youth center, which was established in 1978 as a place where youth of all cultural backgrounds can meet. Rojm targets all youth – and not specifically youth from Morocco, Turkey or Armenia. In addition to recreational activities, the youth center offers tutoring and after-school activities as well as measures designed to help youth prepare for entry into the job market. Rojm aims to promote awareness of different cultures and the communication of a positive self-image while battling discrimination and racism. In dealing with at-risk youth, Rojm works closely with schools and the police and is often the primary contact for such youth (www.rojm.be).

- The indoor football club Salaam (peace) welcomes youth of all ethnic and cultural backgrounds. The club emphasizes values such as working together as a team, the importance of fair play, perseverance and a sense of responsibility while building self-reliance and trust. The club regularly hosts celebrations, information events or readings to which communities in the neighborhood are invited.

Together with a social housing association, the city launched a new project titled "Ploanmakers." The project is based on an idea introduced by the mayor himself. It involves recruiting up to ten tenants living in a culturally and socially diverse area with a high percentage of subsidized housing who can promote social cohesion among the population. These so-called Ploanmakers live and either work or study in Mechelen. Their task is to organize community activities, act as a mediator and bridge-builder, or help residents improve their language skills. In return for their efforts, Ploanmakers can benefit from lower rent for three years.

Activities with high symbolic value also promote solidarity among Mechelen residents. For example, when Belgium celebrated in 2014 50 years of Turkish and Moroccan migration, the city of Mechelen hoisted a massive banner across city hall with pictures of the faces of residents from 128 countries. And modern versions of the centuries-old tradition "Parade of Giants" now feature figures with non-white skin.

However, Mechelen's mayor is quick to point out that societal change takes time. He points to the fact that it took ten years to break down public resistance to providing Muslim residents the opportunity to be buried with one's head pointed toward Mecca.

Current challenges

External events have an impact on attitudes in Mechelen. Recent IS attacks in Belgium and the recruitment of young Belgians by IS have stoked fears in the immigrant nation. Right-wing populists have exploited these fears and uncertainties in their efforts to divide society. It is therefore important that citizens and residents be provided support in navigating diversity and that the city discuss with citizens the opportunities and fears inherent to the process while underscoring the positive aspects of a diverse society.

Factors driving success

Mechelen has successfully turned the corner in bringing about change. Once a city in which residents felt unsafe, today it is an open and welcoming city with a diverse population that identifies itself as part of a Mechelaar community. Key elements contributing to the city's success include:

- **Establishing an inclusive identity for the city**

The city administration successfully developed a self-image of the city that derives from the city's extant cultural diversity. This identity recognizes the uniqueness of different cultures but also emphasizes common values. The city administration has also taken care to recognize people as individuals who themselves are diverse in their identity instead of thinking in group terms. The city has demonstrated resolve in fostering a sense of belonging among all citizens and residents.

- **Ensuring security as a basis for living together**

Integration requires a sense of mutual trust and well-being among all residents. Mechelen's government therefore invested considerably in security for the city. This policy aimed to foster a climate of trust in the public sphere and thereby foster openness toward cultural diversity.

- **Fostering a close-knit network among all stakeholders**

Though clearly a factor of the city's moderate size, all stakeholders in Mechelen – from the mayor, to the municipal administration to civil society, the police and schools – work together closely. With everyone working together, the city can better address the spectrum of residents' needs. The goal of becoming an inclusive city is horizontally integrated across all departments in the municipal administration.

- **Spaces for interaction**

Projects like "Ploanmakers" and "School in Zicht" have proved effective in combating segregation. Public spaces that attract all walks of life and shared recreational activities create opportunities for interaction and strengthen a sense of community and identification with the city.

- **Diversity management in municipal administration and authorities**

In order to deliver services tailored to the needs of a diverse population and to develop a staff reflective of this population, the municipal administration introduced diversity management. In 2016, the Mechelen police force hired two diversity managers tasked with improving trust levels between the police and residents.

2.2 Leicester: Community cohesion strategy

Leicester is one of the United Kingdom's most diverse cities in terms of both religion and ethnicity. It is one of the country's majority-minority cities in which the so-called white British population no longer constitutes a demographic majority. For many, Leicester, whose residents are proud of its diversity, has become a model of demonstrated tolerance. The city's community cohesion strategy, which was introduced in 2004, is a cornerstone of Leicester's forward-looking diversity policy.

Population: 344,000 (2017)
Foreign-born population:
36.7 %
Main countries/regions of origin (share of population):
• South Asia 16 % • Middle East and Central Asia 1.5 % • East Asia 1 % • EU member states 8 % • Sub-Saharan Africa 7.8 % • North Africa 0.6 % • South and Central America 0.6 % • North America 0.3 %
Per capita income:
€14,500 (disposable income, 2015)
Unemployment:
5.2 % (2017)
Awards:
Multiple Beacon Status for Community Cohesion

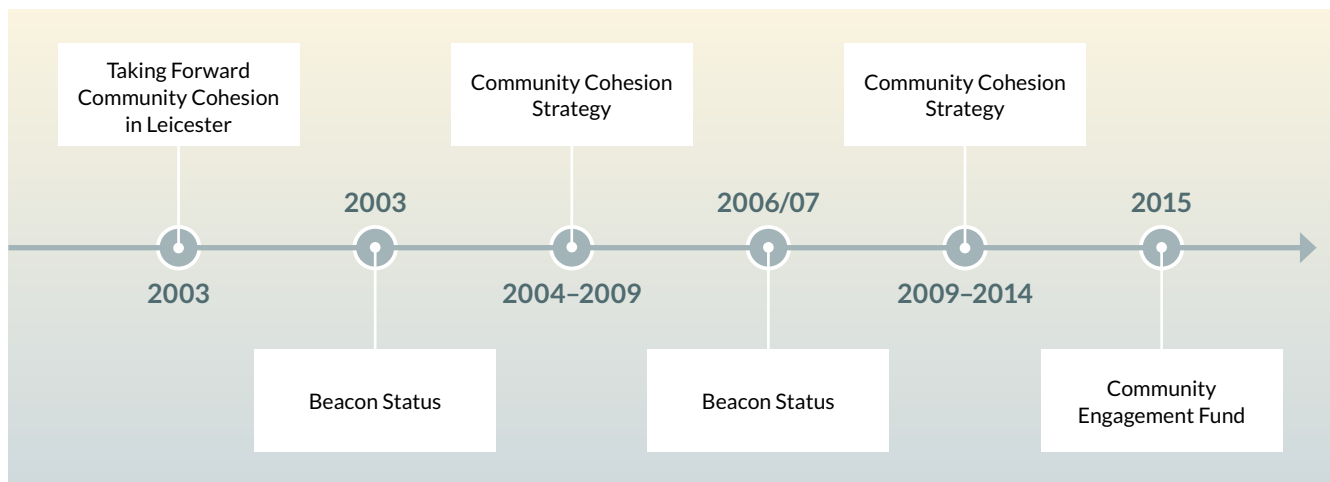### How Leicester became a "plural city"

One of the oldest cities in England, Leicester is also the county town of the county of Leicestershire. With some 344,000 residents, it numbers among the ten largest cities in the United Kingdom. It was also the country's first majority-minority city. Leicester's residents come from 50 different countries around the world (Leicester City Council 2012: 1). Some 40 % have an Asian background, with Indians comprising the largest group in this demographic.

The city's religious diversity reflects its ethnic composition with the three largest religious communities being Christian (30 %), Muslim (20 %) and Hindu (15 %) (Leicester City Council 2012:1). Only London features a smaller percentage of self-identified Christians among all cities in the United Kingdom.

The large number of residents with an Asian background can be attributed in part to immigration from former British colonies. However, there is a unique aspect of Indian immigration to Leicester. In the 1970s, some 60,000 people with Indian roots immigrated to Leicester from East Africa as countries such as Kenya, Malawi, Tanzania, Uganda and Zimbabwe claimed independence and expelled Indians from their homes. Initially, these immigrants did not find themselves met with open arms by the city of Leicester. In fact, in a 1972 effort to discourage further immigration, the city council went so far as to take out an advertisement in a Uganda newspaper stating, "In your own interests and those of your family you should accept the advice of the Uganda Resettlement Board and not come to Leicester." However, the plan backfired, as the ad only drew more attention to the city and attracted more immigrants.

Taking Forward Community Cohesion in Leicester		Community Cohesion Strategy		Community Cohesion Strategy	
	2003		**2006/07**		**2015**
2003		**2004–2009**		**2009–2014**	
	Beacon Status		Beacon Status		Community Engagement Fund

The rather unique thing about these immigrants was that they already had experience living together in diversity, were highly educated, arrived as full families, and many of them were entrepreneurs. They came to Leicester not simply to survive, but to attain economic and societal success. Many of these immigrants started their own businesses, thereby creating new jobs and services. This had a positive impact on public attitudes toward this emerging diversity (Wilson and Ravat 2017: 24 ff.).

In recent years, the number of migrants coming from war-torn countries such as Afghanistan, Iraq and Somalia has grown as has the number of arrivals from East European countries. All of these newcomers have increased Leicester's cultural diversity. The broad variety of restaurants and shops operated by the city's diverse population has given the city a vibrant atmosphere. Narborough Road, in the city's southwest, has become a symbol of the city's diversity. Featuring shops run and owned by immigrants from over 20 different countries, it is known as the United Kingdom's most multinational street.

The county of Leicestershire with Leicester as its administrative center (county town), has the largest economy in all of the East Midlands. The most important sectors in the former textile manufacturing city include a growing services industry, manufacturing and transport.

Strengthening community cohesion

In the wake of the 2001 race riots that had erupted in the north England cities of Bradford, Burnley and Oldham, the UK home secretary appointed Ted Cantle, the founder of the Institute of Community Cohesion (iCoCo) to draft a report on the sources of the conflicts. In his report, professor Cantle offered 60 recommendations for improving cohesion, which included building a strong local network and implementing a broad-based local strategy for improving community cohesion (Cantle et al. 2001). In response to his recommendations, the Local Government Association established a set of guidelines for community cohesion. The guidelines define a cohesive community as one in which:

- there is a common vision and sense of belonging for all communities;

- the diversity of people's different backgrounds and circumstances are appreciated and positively valued;

- those from different backgrounds have similar life opportunities; and

- strong and positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighborhoods (Local Government Association et al. 2002).

Referencing the so-called Cantle Report, the Leicester City Council commissioned the Improvement and Development Agency (IDeA) to examine relations between the city's various communities. The resulting report lauded the city's various cultural activities and the active role played in such activities by Leicester's religious communities but warned at the same time of the risk of parallel communities being established, pointing to the city's social disparities and the competition over financial resource that was found among different communities (Leicester City Council 2008: 1).

The city then offered a series of workshops involving citizens, civil society leaders and representatives from various religious communities to discuss the findings. These workshops had the effect of highlighting the pride Leicester's residents feel for their city as well as the value given to social ties, whether in families, neighborhoods, in sports clubs or religious communities. At the same time, there was a palpable risk that tensions between the various communities and unequal opportunities in life could derail the objectives of living together in diversity.

As a result, the city council developed a community cohesion strategy, initially planned for a five-year period (2004-2009). Yet in the wake of renewed migration and concerns regarding potential extremism, the strategy was updated in 2009. The Community Cohesion Strategy 2009–2014 encompasses five action areas (Leicester City Council 2009: 2):

1. Living with others, which involves bringing different communities together, promoting mutual understanding and supporting newly established communities.

2. Living with children and young people, which involves expanding the range of intercultural activities available for children and youth while promoting intergenerational activities.

3. Living in Leicester, which involves building a common sense of identification with the city and improving the conditions for political participation among all communities.

4. Living with good services, which involves providing culturally sensitive public services.

5. Living without tension, which involves reducing tensions within and between communities.

The city of Leicester prioritizes community cohesion as a task for the entire city. In implementing the strategy, the city council decided to forego establishing its own department and work instead together with a network of local politicians, volunteers, civic and business leaders in carrying it out (Leicester City Council 2008: 2). The Leicester Partnership (formerly the Local Strategic Partnership for Leicester City), targets shared responsibility in addressing local problems, allocating resources and discussing strategies and initiatives. Local Strategic Partnerships (LSPs) have since become a common feature of nearly all municipalities in the United Kingdom. Through this partnership, the municipal administration actively supports the establishment of community organizations and their activities in the political, cultural and social life of the city.

In recent years, several different public funds have been created for these purposes, including the Community Cohesion Fund and the Community Engagement Fund. Currently, each of the city's 21 wards receive £18,000 annually from the Ward Engagement Fund. Local organizations can also apply for financial support for specific projects. Conditions for support include demonstrating that a project improves the quality of life among residents and promotes cohesion. This can include education projects such as school partnerships or continuing education for adults, sport and cultural events, or beautification projects for public spaces in different wards.

Crowdfunding has recently been added by the municipal administration as an effective financing instrument in promoting social engagement. Innovative projects that help fight discrimination, improve equal opportunities for all residents and build cross-community relationships can receive up to £10,000 in funding from the city council through this

instrument (CrowdFundLeicester; www.spacehive.com/movement/crowdfundleicester/about). Fifty percent of the funding, however, must come from the "crowd," that is, from donations by residents and businesses. The portal addresses communities that would otherwise be difficult to reach or which generally are less likely to take part in the city's social activity.

Religion and membership in a religious community is an important aspect of daily life for many residents in Leicester (Jones and Baker 2013: 1). Promoting inter-religious dialogue and administrative outreach to the different religious communities are key to the Leicester model. These approaches have a long tradition in Leicester.

As early as the 1980s, local politicians in Leicester and in particular the Labour Party began reaching out to the city's diverse population and involving ethnic and religious leaders in municipal policymaking. The goal was to help develop and launch sustainable civil society organizations, such as the Council of Faith and the Federation of Muslim Organisations (FMO).

Established in 1986, the Council of Faiths has advocated for mutual trust, understanding and cooperation among Leicester's different religious communities. Its members include representatives from the Buddhist, Christian, Hindu, Jewish, Muslim, Sikh and Baha'i communities. The city works closely with the Council of Faiths and, until having established its own Mayor's Faith and Community Forum, has provided it financial support.

The Mayor's Forum was launched in 2013. Four times a year, representatives of various religious communities meet with the Lord Mayor and the Assistant City Mayor for Communities and Equalities to discuss issues and areas in need of action, which can include controversial issues like sexual orientation and religion. The Forum is also where religious communities can present their activities. The Mayor's Forum currently has 47 active members.

There is also the Faith Leaders Forum, which was established by Bishop Tim Stevens following

the September 11, 2001 attacks and provides an informal platform to discuss sensitive issues involving tensions between religious communities or the evolution of racism. City council representatives and members of the police force also take part in this forum.

Another important organization promoting interfaith dialogue is the Christian-based St. Philips Centre, which was established in 2006. In addition to its church work, the center promotes interfaith dialogue through groups such as the Women's Christian-Muslim Dialogue Group and provides intercultural training for the public and nonprofit sectors. Local groups and organizations can also receive anywhere from £250 to £5,000 in state funds provided by the Near Neighbours Grants Fund for Centre-sponsored projects targeting cultural diversity and living well together (St. Philip's Centre Leicester).

Events such as joint football tournaments, open door events, readings, interfaith walks and Interfaith Week are designed to foster understanding and cooperation among different religious communities. The plurality of religious beliefs among Leicester residents is a defining feature of the city's modern image. In addition to medieval churches and a massive cathedral, Leicester has two synagogues, nearly 60 mosques, two large Hindu temples, some 20 smaller temples and several Gurdwaras, which are places of worship for Sikhs. The city also features life-size statues in honor of figures such as King Richard III and Mahatma Gandhi.

The city of Leicester is also an active supporter of its communities' cultural and religious festivals, such as Caribbean Carnival, a Hindu Diwali Festival, an annual Sikh Vaisakhi procession and celebration, and the Muslim Feast of Sacrifice, Eid-ul-Adha. Leicester's Diwali celebrations, which attract some 35,000 visitors, are the largest outside of India. The funds provided for the festivities from the city are on par with those allocated for the city's Christmas celebrations. This visible recognition of cultural and religious diversity plays a key role in ensuring that Leicester's diverse populations live well together and alleviates pressures to assimilate (Jones 2013: 2; Wilson and Ravat 2017: 22). The celebrations

Diwali festivities in Leicester

and events are organized in such a way as to ensure an explicitly inclusive atmosphere in which all residents feel invited to participate.

The city's branding campaign "One Leicester – One Passion," launched in 2008, has strengthened the sense of shared identity and community. Emphasizing the city's diversity as an asset, the campaign has promoted Leicester as an intercultural center of excellence (Leicester Partnership: 8; Hassen and Giovanardi 2017).

Local media, particularly the city paper, The Leicester Mercury, as well as the BBC radio station have also played an important role here. These media outlets have lived up to their stated objectives to provide objective reporting on issues of cultural diversity in the city, eschew sensationalist journalism and a focus on one-sided issues such as immigration and asylum-seeking. Local media reporting has received support from the Multicultural Advisory Group, which was established in 2001 (see chapter 3.5.3).

In an effort to fight on-the-job and hiring discrimination in the municipal administration and address employees' needs, the city established several support groups such as the Muslim Support Group, the Black Workers Support Group and Christian Fellowship, each of which are tasked with advocating in the workplace for the groups they represent. A total of 37 % of municipal employees are a member of a minority group. In Manchester, this is only at 20 % (Leicester City Council 2017: 4–5).

Leicester's police force is often lauded for the ways in which it deals with cultural diversity and for its outreach efforts that have helped improve relations with local communities. The diversity found among police officers and other employees in the police department reflects the diversity of the population more generally. It also has an Equality Unit that provides expert advice and guidance on all issues of diversity.

The Leicester City Council has been awarded several honors for its efforts. This includes being awarded the Beacon Status for Community Cohesion (2003) in recognition of the city's success in promoting diversity and handling ethnic, religious and cultural tensions. Beacon Status awards are given in recognition of excellence in local government. In 2006, the city was again awarded Beacon Status, this time for its cultural and sporting activities targeting hard-to-reach groups.

Current challenges

In 2015, Leicester ranked among the 10 % of most disadvantaged communities on the Indices of Multiple Deprivation (IMD) – a combined index of income, employment, health, education and housing indicators (Department for Communities and Local Government). To be sure, living conditions vary considerably across Leicester's 21 wards. The wards of Evington, Stoneygate and Spinney Hills, which feature a high concentration of Muslim residents, have high levels of unemployment and a large share of subsidized housing units. Residents with a

Pakistani background in particular often live in poverty.

In recent years, Leicester has continued to observe so-called white flight as well as Asian flight. Middle-class families in particular have left the city center and moved to suburban areas. This presents a challenge in terms of preventing segregation within the city's wards. In addition to ensuring equal access to education and jobs, it's important that community representatives don't close themselves off in terms of local politics and instead work to ensure that their communities remain open.

Factors driving success

Leicester has gained international renown in recent years not only for its football club's surprising Premier League title in 2016, but also as a result of the sensational find of King Richard III's remains under a parking lot in the city center. But the city's open approach to cultural and religious diversity has also attracted much international attention. Factors of success in the Leicester model include:

• Political openness

The municipal government was quick to acknowledge cultural and religious diversity as an asset. The government's demonstrated openness and accountability in this regard is the foundation of living well together in Leicester. By supporting cultural events and celebrations, public authorities have helped foster a sense of belonging for all cultural communities in the city.

• Involving civil society and citizens

By including civil society organizations in the development of strategies targeting community cohesion and in dialogues with citizens, the city was able to build broad-based consensus on the strategy.

• Encourage accountability

The city called upon the various communities to take action in helping implement the strategy. By encouraging residents to volunteer and take part in the various activities, the city helped foster a sense of common identity in targeting shared goals while strengthening a sense of civic responsibility across all groups, including those more difficult to reach.

Bottom-up approaches can be a flexible and innovative means of responding to the challenges faced by the city council, citizens and the diverse communities of Leicester alike.

• Interfaith dialogue

By embedding interfaith dialogue in all aspects of institutional organization, the various religious communities and the municipal administration were able to develop a better understanding of each other. Today, Leicester features several different forums through which various religious communities can engage with each other, discuss shared issues and concerns, and work together in easing tensions. Joint public appearances of leaders from the various religious communities help demonstrate cohesion in the city.

2.3 Barcelona: Mainstreaming interculturality

The city of Barcelona stands as an example of how certain challenges considered to be intractable in a regional or national context can be tackled at the municipal level through pragmatic measures addressing the day-to-day experience of living together in diversity. Though the conflict over Catalan independence is present in Barcelona, the city has set an example of how to deal with cultural difference in practical terms through its Interculturality Program.

The stated goal in Barcelona is to mainstream the principle of interculturality into all aspects of policymaking. As part of the Directorate of Citizenship and Immigration Rights, the program operates under the city council's Department of Citizenship Rights, Participation and Transparency and conducts on-site residential outreach through a network of community organizations, civic centers, libraries and other locally active organizations.
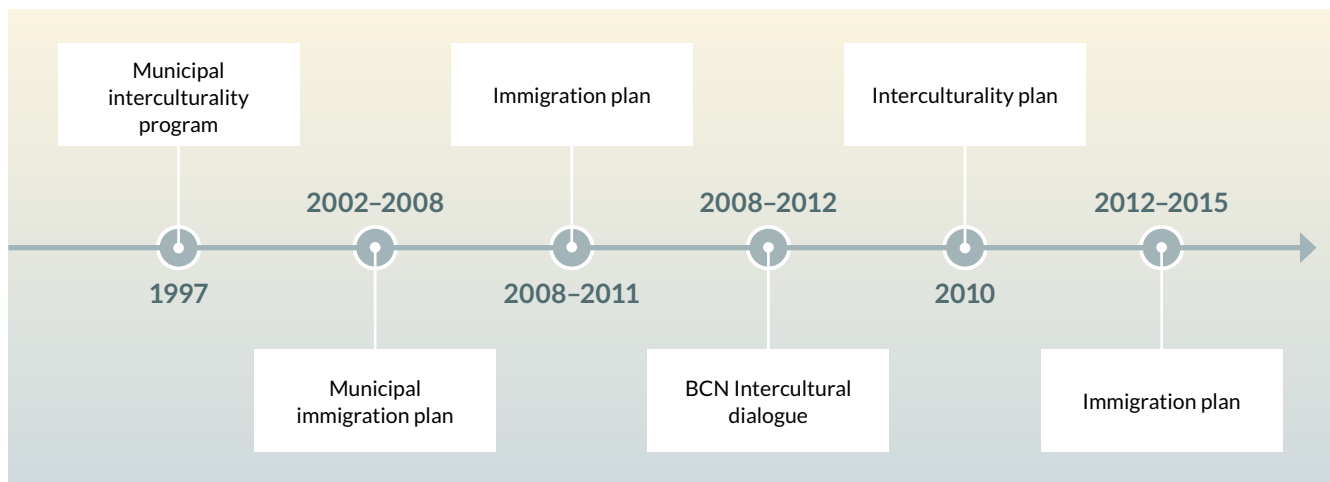
A cosmopolitan Mediterranean hub

Barcelona is Spain's second largest city and is the capital of both the province of Barcelona and the autonomous community of Catalonia. With a population of approximately 1.6 million, modern Barcelona is a product of historical and current migration movements that have reached the city thanks to its location on the northeast coast of the country (Ajuntament de Barcelona (a):3).

Today, 22.5 % of Barcelona's population is foreign-born. From 2000 to 2016, the share of foreign-born residents in the city increased from 3.5 % to 16.6 %. Recent immigrants to the city

Population: 1,610,427 (2016)
Foreign-born population:
22.5 %
Main countries/regions of origin (share of population):
• Africa 1.2 % (Morocco 0.8 %) • South America 5,2 % (Ecuador 0.5 %, Peru 0.5 %, Argentinia 0.4 %) • Asia and Oceania 4.2 % (Pakistan 1.2 %, China 1.1 %, Philippines 0.5 %) • Europe 6 % (Italy 1.7 %, France 0.8 %, United Kingdom 0.4 %, Germany 0.4 %)
Per capita income:
€29,176 (average, 2016)
Unemployment:
11.6 % (2016)
Awards:
Intercultural Cities Index, ranked 15th out of 86 (2017)

have come from a variety of origin countries and have thus contributed significantly to the city's growing cultural diversity. Most of Barcelona's more recent arrivals have come from places like Pakistan, China, Italy, France, North Africa and Latin America (i.e., primarily Ecuador, Colombia and Bolivia) (Department d'Estadística l'Ajuntament de Barcelona (a)).

The district of Raval, a word with Arabic roots meaning "neighborhood," is located in Barcelona's historic center, is a testament to these developments. Once the heart of the city's textile industry, Raval was previously characterized by high-density housing and poor living conditions. At the end of the 20th century, large numbers of immigrants from Asia moved

27

Timeline:

Above timeline		
Municipal interculturality program	Immigration plan	Interculturality plan

	2002–2008		2008–2012		2012–2015
1997		2008–2011		2010	

Below timeline: Municipal immigration plan | BCN Intercultural dialogue | Immigration plan

into Raval, opening up small shops and breathing new life into the district. Currently, nearly one-half of the district's 50,000 residents have a migration background (Fundació Tot Raval).

Located within the economically dynamic region of Catalonia, Barcelona has become a Mediterranean hub of international economic activity. The service sector, trade, transport, gastronomy, the education and health sectors, finance and real estate together comprise nearly 90 % of regional GDP (Department d'Estadística l'Ajuntament de Barcelona (b)). The city's open and international approach to things (tourism has reached record levels), reputable academic and science community, and its growing industry of creatives have helped secure economic growth and prosperity in Barcelona.

Interculturality as a cross-cutting issue in city politics

At the end of the 1990s, the municipal government of Barcelona was one of the first in Europe to integrate intercultural issues into city planning. Indeed, the "Pla Municipal d'Immigració 2002–2008" (City Council Immigration Plan 2002–2008) focused on building relations between recent immigrants and municipal administrative offices. By creating greater opportunities for immigrants to participate in their newfound communities, the plan aimed to strengthen social cohesion (Zapata-Barrero 2015: 8–9).

The introduction of the "Pla BCN Interculturalitat 2010" (Barcelona Interculturality Plan 2010) marked a key milestone in Barcelona's intercultural policy, which was launched in 2008 during the European Year of Intercultural Dialogue and continues to influence the city's intercultural strategy (ibid.: 10).

The city council worked closely with academic and civil society experts in drawing up the plan. The city council carried out a comprehensive analysis of the situation that involved citizens in public dialogue forums and through a website where people could offer their ideas and opinions regarding diversity in the city. A total of 170 interviews and nearly 40 citizens' dialogues were carried out. Some 4,000 people submitted recommendations on the specified website (Directorate of Immigration and Interculturality 2014: 16–17). These activities helped reinforce the idea that cultural diversity is both possible and an important resource in terms of strengthening Barcelona's attractiveness as a place to live, its economic development and competitive capacity (Ajuntament de Barcelona (a): 11).

The strategy is underpinned by the following three principles:

- Equality, understood as demonstrated respect for the basic democratic values that determine and support all citizens' rights, duties and opportunities to participate in society.

- A recognition of diversity and the positive impact it has on cultural, social and economic developments.

- Positive interaction in all aspects of daily life that emphasize community and shared interests (Ajuntament de Barcelona (a) 2010: 12).

Targeting intercultural mainstreaming, the strategy aims to embed these three principles within all aspects of municipal administration and practice. In terms of internal organization, this means that the various departments within the administration (e.g., urban planning, trade, culture, etc.) check – with the help of a questionnaire – to see if the principles of interculturality are integrated within their policies. Employees receive training designed to enhance their intercultural skills and meet in working groups to discuss gains made and areas in need of improvement with other employees. Partnerships are also a target of intercultural mainstreaming. In order to ensure that businesses with which the city works uphold the three aforementioned principles, the city council has integrated intercultural criteria into its guidelines for bidding processes (Council of Europe (a) 2017: 24).

The city's Immigració, Interculturalitat i Diversitat office (Department of Citizenship Rights, Participation and Transparency) is responsible for implementing the strategy (Ajuntament de Barcelona (b and c)). In 2017, the city allocated €3.25 million for implementing the strategy. The city has also put up a website (http://ajuntament.barcelona. cat/bcnacciointercultural/en/presentation) that provides all residents information on all current events, the municipal government's interculturality dialogue efforts and the opportunity to participate in these and other activities.

Barcelona's Anti-Rumors Network, launched in 2010, represents just one of the city's successful programs. The program is financed by the city and employs two people who are tasked with implementation. The idea behind the Anti-Rumors Network came about during discussions

held in the aforementioned participatory processes. In the course of a dialogue with the city, participants raised concerns about the barriers to living in cultural diversity that are posed by ignorance about "others" and thinking that is informed by stereotypes and prejudice. This includes informed beliefs regarding immigrants as "not paying taxes" or "taking away our jobs." Within the framework of the strategy, the city thus developed instruments to battle misinformation, organize forums for public dialogue and address rumors in public debates (Cities of Migration 2011). Cultural sensitivity measures designed to raise awareness about different ways of life while combating prejudices are provided through the network, which includes residents, public institutions, associations and NGOs. Members of the network include some 400 organizations and 650 individuals (Ajuntament de Barcelona (d)). In addition, the network offers schools and neighborhood associations a catalogue of activities, including workshops, street theater events or dance projects – for free.

The third pillar of the network strategy involves providing anti-rumor training. The 20-hour course is open to all Barcelona residents who, upon completion, are certified as Anti-Rumor Agents. In addition to being encouraged to reflect on issues of cultural diversity as well as how stereotypes and prejudices are formed, participants are provided communication tools and arguments that they can use in their daily life to counteract thinking that is informed by stereotypes. To date, some 1,500 residents have become Anti-Rumor Agents. At the time of this writing, the team is working on a set of recommendations and communication strategy for social media users that are designed to counteract hate speech (https://media-edg.barcelona.cat/wp-content/uploads/2017/10/11131239/Facebook.jpg. The anti-rumors strategy has been successfully adapted in other cities such as Nuremberg (Germany), Sabadell (Spain) and Limerick (Ireland).

In order to ensure its intercultural approach is implemented in various aspects of daily life and in all ten of Barcelona's districts, the

A workshop offered by Barcelona's Anti-Rumors Network

department works closely with Casals (citizens' centers), neighborhood associations, civil society organizations and locally organized groups.

The XEIX project is one example of how the city has fostered intercultural mainstreaming in business and industry. The project, which is supported by the department of commerce and its Barcelona Activa agency, promotes the integration of salespersons with a Chinese or Pakistani background into the retailers' association Eix Fort Pienc in the district of Eixample, which is known for its vibrant cultural diversity.

Since 2012, the city has invested in developing mutual trust between long-term shopowners and recent immigrant entrepreneurs in the district by financing two intercultural mediators. Thanks to their insider knowledge of both district-related business matters and cultural backgrounds, the mediators have become local points of contact for various groups and have been able to build bridges between communities. The mediators make the rounds in their communities and call for regular meetings in the district where they discuss the challenges faced by shopowners, potential solutions to these problems, highlight potential sources of conflict and promote an exchange of views and ideas.

The Eix Fort Pienc project supported by the city also provides advice on legal matters as well as language courses and workshops. One such course involves learning how to prepare Spanish Tapas for bar and restaurant owners who have come to Barcelona from Asia. The project also organizes events involving joint celebrations of the Chinese New Year and the Catalan holiday, Sant Jordi, and combines these with promotional activities. Eix Fort Pienc association members also enjoy traditional benefits such as being able to participate in trade fairs, receiving media coverage, and having access to information regarding the city's funding programs and initiatives. In 2015, the XEIX project was awarded the European Commission's "Diversity Advantage Challenge Award" for its innovative approach (European Commission 2016).

Barcelona's Education Consortium Office for the municipal and regional government is currently working together with civil society organizations on the "Convivència" (Coexistence through Education) plan that will provide cross-cultural training and horizontally organized intercultural programs for educators (Council of Europe (b); Consorci d'Educaciò 2017). There will be ten Centres de Recursos Pedagògics (pedagogical resource centers) established in various districts across the city. In addition to providing

continuing education for teachers, the catalogue of offerings will also include intercultural civil society activities for students and their parents.

An example is the "Aprenem. Famílies en Xarxa" project that was inspired by the Canadian program "Youth Empowering Parents." The project brings together immigrant students and recently arrived immigrant families to help them better understand the Spanish education system while bridging linguistic and cultural barriers. This and other projects will be run by Casa Àsia, which is to be chaired by a consortium of city representatives, the regional government and the Spanish Ministry of Foreign Affairs and Cooperation (Casa Ásia 2015).

The Biblioteques de Barcelona (Barcelona libraries), which total about 40 libraries, serve as another vehicle for spreading the intercultural approach throughout the city. These libraries are popular meeting spots and centers of information for the city's residents. Responding to local demand, the libraries include in their collection books, newspapers and other media from the countries of origin of the neighborhood's residents. In addition, the libraries offer reading clubs designed to help foster Catalan language acquisition skills, tandem language learning courses, and a wide-ranging cultural program. Exhibitions on the diversity of religious views in the city and workshops on cultural habits such as flamenco or cooking classes are particularly popular.

Further interculturality programs in the city:

- The welcoming service Servei d'Atenció a Immigrants, Emigrants i Refugiats SAIER has been assisting new arrivals since 1989 with settling into Barcelona by providing information on urban services, the recognition of foreign titles and documents, work and housing advice, etc.

- Since 2002, the city administration has provided a mediation service that promotes intercultural skills among social workers and community officials (Directorate of Immigration and Interculturality 2014: 15).

- Barcelona's municipal housing authority has incorporated the goal of mixed neighborhoods into its plans. Currently, no neighborhood in the city has a cultural minority that represents more than 50 % of the district's population (Council of Europe (a) 2017: 17).

- The "Barcelona, ciutat de drets" (Barcelona, City of Rights) program complements the Anti-Rumors Network's activities. In response to an increase in hate speech and violence against the Muslim community, the city administration, in concert with human rights organizations and Muslim communities, has drafted the "Pla municipal de lluita contra la Islamofobia" (Communal Plan against Islamophobia) (Ajuntament de Barcelona (e)).

- Focal points for citizens are the Oficina per la No Discriminació OND (Office for Non-Discrimination) and the Oficina d'Afers Religiosos (Office for Religious Affairs), whose aim is to honor and respect both religious and nonreligious viewpoints.

- Barcelona's economic policy specifically promotes an internationalization of the city. The agency Barcelona Global was founded with the aim of attracting investors and talented and qualified professionals for companies and universities, while promoting international cooperation (Council of Europe (a) 2017: 44).

- In addition, the city supports civil society organizations such as Fundació Servei Solidari, which in addition to a mentoring program designed specifically for immigrant and student students offers labor-market access training, entrepreneurship workshops, and legal advice to new immigrants (Fundació Servei Solidari).

Cooperation with national and international networks is placed high on the city's agenda. Barcelona is thus a member of various programs such as the Council of Europe's Intercultural Cities Programme (ICC) and its national equivalent, Red de ciudades interculturales

(RECI), as well as European Coalition of Cities against Racism (ECCAR) and Eurocities.

Citizen surveys point to an increasingly positive public attitude toward migrants in Barcelona (Directorate of Immigration and Interculturality 2014: 28). The response to the IS attacks on 17 August 2017 in particular demonstrate that an ongoing commitment to intercultural coexistence helps improve relations and understanding between citizens who are members of different religion and cultural groups. At various public rallies and throughout social media, the majority of Barcelona's citizens shut down any budding Islamophobic statements and defended the city's diversity (Ajuntament de Barcelona (f) and El País 2017).

Current challenges

The city administration has identified one of its current challenges as being the need for the staff at public institutions – such as universities, schools and administrative bodies – to better and more accurately reflect the diversity of Barcelona residents themselves. This objective is made more difficult by the fact that individuals require Spanish citizenship to become civil servants. In addition, though support for civil society organizations and neighborhood associations remains important, the city also wants to prevent their over-reliance on state funding and thereby ensure the independence of civil society and the sustainability of its activities.

Factors driving success

Embedded in an openness and internationalism, Barcelona's intercultural strategy has fostered intercultural acceptance and a sense of togetherness in the city. The following are building blocks for the success of the intercultural policy:

• **Formulation of an official strategy**

By formulating an official strategy, municipal policymakers have committed themselves to interculturality and the promotion of

intercultural coexistence and cohesion. The strength of the concept behind this strategy lies in its clarity and its three principles of equal participation, recognition of diversity and positive interaction, which allow the strategy to be applied in different contexts. The strategy is implemented and carried out by the city's administrative Department of Citizenship Rights, Participation and Transparency. The implementation is ensured by means of a targeted budget.

• **Multi-stakeholder approach**

The experts involved in developing the strategy were drawn from the realms of politics, academia and civil society. The residents of Barcelona were invited to participate by means of a dialogue process. This gave the strategy a broad socially accepted base. The strategy is implemented together with civil society stakeholders and the business community. Residents can participate actively in all formats.

• **Mainstreaming**

The strategy is coordinated by a central department whose essential task is to anchor the principles in all municipal departments and policy areas.

• **Implementation on-site in the city**

In a metropolis such as Barcelona, it is essential to engage in close cooperation with neighborhood organizations and other locally active stakeholders when seeking to carry the strategy out into different city districts. Civic facilities such as community centers, schools and libraries serve as locations for meeting places in the mixed neighborhoods of Barcelona.

2.4 Malmö: Social sustainability as a strategy

When tackling the challenges associated with factors such as economic structural change and rapid population growth, the city of Malmö makes use of inclusive policies that seek to foster the potential inherent in its multicultural and multilingual population. In this context, diversity acts as both a resource and a compass for shaping policy in the city. The common element that connects all aspects of the city's vision is the desire to achieve a socially sustainable Malmö.

A young and international city

Malmö is located in the province of Skåne, directly adjacent to Denmark. It has a population of roughly 328,000 inhabitants, making it the third-largest city in Sweden. In the past 20 years, the city's population grew by 80,000 inhabitants (32 %), with the largest increases seen in the 0 to 14 and 20 to 29 age groups. Roughly one-half of the city's residents is younger than 35 (Malmö Business 2017: 10).
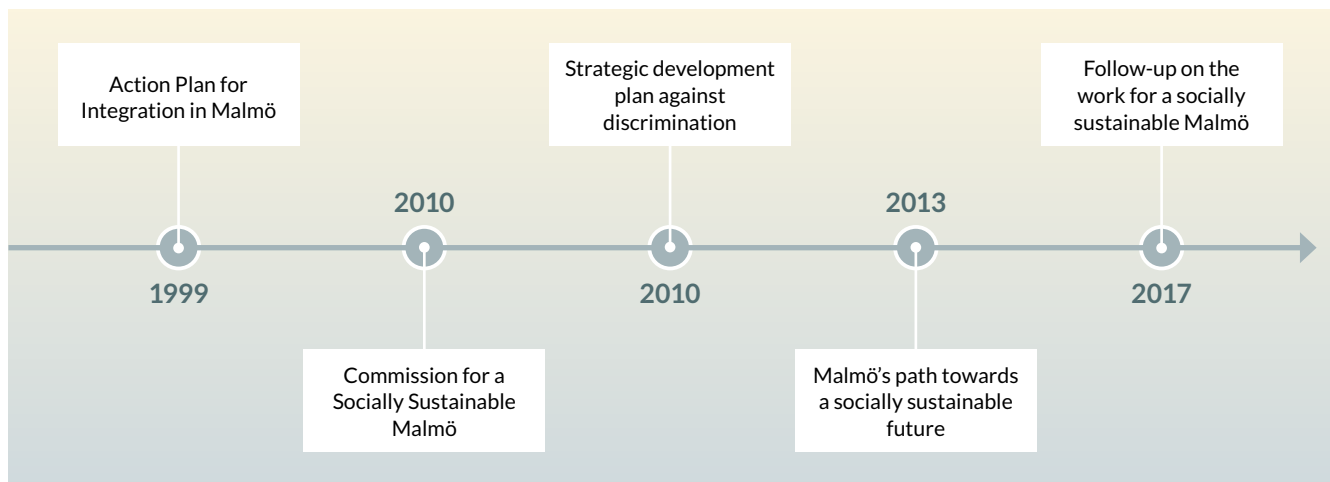
Today, Malmö is home to people from 179 countries who together speak a total of 150 different languages. Roughly one-third of the population consists of foreign-born residents (Malmö Stad (a)), and 44 % has a migrant background (Malmö Stad (b)).

A large number of Malmö residents come from the neighboring Baltic States, Finland, Denmark and Poland. Thanks to Sweden's openness to taking in refugees, there are also many people from Iraq and the Balkans living in the city (Crawley and Crimes 2010: 8). In 2016, Malmö registered roughly 5,000 asylum-seekers, with almost 2,000 refugees claiming permanent residence

Population: 328,494 (2016)
Foreign-born population:
32.2 %
Main countries/regions of origin (share of population):
• Europe 16.4 % (Yugoslavia* 2.4 %, Bosnia and Herzegovina* 1.9 %, Denmark 2.3 %, Poland 2.2 %, Romania 0.7 %) • Asia and Oceania 12 % (Iraq 3.4 %, Syria 1.6 %, Lebanon 1.3 %, Iran 1.1 %, Afghanistan 1 %) • Africa 2.2 % • South America 1.1 % • North America 0.5 %
Per capita income:
€21,269 (2015, average disposable income, 20–64 years old)
Unemployment:
14.9 % (2016)
Awards:
OECD: The world's fourth most inventive city (2013) CityStar: The EU's prize for sustainable development in socially vulnerable areas (2012) Urban Best Practice Area, Expo 2010, Shanghai Liveable Communities Award 2007

*Statistiska centralbyrån (SCB) identifies both Yugoslavia and Bosnia and Herzegovina as countries of birth for countries of origin.

(UNESCO 2016: 57). Labor migration in the 1960s also contributed a great deal to the diversity of the city, with Sweden's strong economy and industry attracting workers from southern European countries such as Italy, Portugal and Greece (Heelsum 2008: 5) at the time.

In the 1990s, Malmö's economy was hit hard by the country's financial crisis, which led to the elimination of a large share of the port and

Action Plan for Integration in Malmö	Strategic development plan against discrimination		Follow-up on the work for a socially sustainable Malmö

2010   **2013**

1999   **2010**   **2017**

Commission for a Socially Sustainable Malmö   Malmö's path towards a socially sustainable future

shipbuilding industry and the loss of 27,000 jobs. This in turn exacerbated social tensions and growing segregation between Swedish nationals and immigrants.

The city responded to these developments with an open and amenable vision – one that welcomes diversity, identifies it as one of the city's competitive advantages and seeks to increase opportunities for participation and involvement for all residents. In addition, the city also launched an entirely new economic policy. Today, even though the employment rate is still above average, the city has managed to switch to a knowledge-based economy and now has a vibrant startup sector and branches of multinational companies such as IBM and Ikea. Malmö University was founded in 1998 and is one of the largest universities in Sweden today.

The Öresund Region that encompasses Malmö and Copenhagen – two cities that have been connected since the turn of the century by the Öresund Bridge – comprises roughly 3.9 million people, 145,000 students and 8,000 researchers. Approximately 14,400 people commute to and fro every day (Malmö Business 2017: 8). Malmö's labor market is also gaining momentum: in 2016, the city registered 54,997 new jobs (ibid.: 18). The region has also successfully attracted foreign companies and investors to its shores. In 2015 alone, 33,121 people worked at foreign companies in Malmö. In fact, within just one decade, that number has risen by 34 % (ibid.: 30).

According to a recent OECD ranking, Malmö is the fourth most innovative city among OECD countries around the world; as a leading "Global City," it connects the region with the world market (OECD 2013).

Social sustainability via inclusive policy

Two key forces that lead the way in Malmö's strategic approach to diversity policy are the city council's 1999 "Atgärdsplan for integration" (Action Plan for Integration) and the recommendations for action issued by the Kommission för ett socialt hållbart Malmö (Commission for a Socially Sustainable Malmö) in 2013.

The factor necessitating Malmö's Action Plan for Integration was the city's stark ethnic and socioeconomic segregation, which saw Swedish upscale districts in the west contrasting heavily with working-class neighborhoods in the south and east, where a high proportion of immigrant residents lived. The action plan highlights the diversity of Malmö's residents as one of the city's top resources. It is also based on the notion that in order for cultural diversity to coexist peacefully, it is essential that citizens deepen their knowledge of the multitude of cultures represented in the city end engage in communication and contact with one another (Heelsum 2008: 11; Radinovic-Lukic 2015: 17). The plan focuses on a number of factors, including ensuring equal access to labor markets, multilingual language training, breaking down

Nine target areas of the strategy for a socially sustainable Malmö		
Target area 1 – A young, global and modern city	**Target area 2 – A city for work and business**	**Target area 3 – A city for children and young people**
Malmö city residents should be able to feel proud of their young, global and modern city in which questions of equity, gender equality, anti-discrimination, the environment and participation are high on the agenda.	Malmö city residents should have access to a growing labor market and be given the prerequisites to support themselves.	Malmö's children and young people should receive the support and education they need in order to grow up in safe and equitable conditions and reach their full potential.
Target area 4 – An open city	**Target area 5 – A city for everyone**	**Target area 6 – A secure and accessible city**
Malmö should be an open, gender equal and inclusive city, free from discrimination, in which everyone is given equitable rights and opportunities and where diversity is an asset.	Malmö residents in need of support and help should be treated with respect and be given the prerequisites for a meaningful existence where they can influence their everyday lives as well as society.	In Malmö, everyone should feel secure and be safe at home as well as in public spaces.
Target area 7 – A creative city	**Target area 8 – An ecologically sustainable city**	**Target area 9 – A city with good working conditions**
In Malmö, everyone should be able to develop and be strengthened by means of meaningful leisure and culture.	The city of Malmö is to create a sustainable city structure for a growing population and continue to develop as an attractive and accessible city.	The city of Malmö's employees should have good working conditions and encounter Malmö residents skilfully and knowledgeably.

Source: Malmö Stad 2017: 16–19

language barriers when it comes to accessing public services and instituting legal obligations with regard to anti-discrimination (Heelsum 2008: 20).

The recommendations issued by the Commission for a Socially Sustainable Malmö – which consisted of city actors and representatives of civil society, business and the University of Malmö – started with these factors, but soon expanded their scope to Malmö's entire society. After discovering that the life expectancy of its residents varied by up to eight years depending on the city district in which they lived, the commission developed its concept of social sustainability based on the following five perspectives: an ethical perspective, a sustainable perspective (which unites ecological, economic and social sustainability), a social perspective (which focuses on actual coexistence, opportunities for participation and a sense of belonging in an ethnic and culturally diverse society), a gender perspective and a social-investment perspective (which sees social interventions not as a cost but as an investment).

The commission formulated 24 goals and 72 concrete recommendations for action in the following six areas: children and adolescents, education, income and work, health, urban planning and "new action processes." For example, one of the goals in the area of education was formulated in the following manner: "The composition of pupils in Malmö's schools should be integrated with reference to socioeconomic, ethnic, gender and performance categories." The related recommendation for action was expressed in the following manner: "Establish, finance and locate attractive profiles for schools in the most vulnerable areas to attract pupils from the whole city."

In March 2014, Malmö's City Executive Board decided to continue its policy of social sustainability based of the suggestions made by the commission. Two comprehensive guiding principles put forth by the commission are used as signposts for navigating all action; they can be seen as answers to the questions of what should be done and how it should be implemented.

☐ **What:** Develop a social investment policy designed to offset unequal living conditions

☐ **How:** Initiate change processes that foster socially sustainable development by creating

knowledge alliances and increased participation in city government (Malmö Stad 2013: 49).

The implementation and ongoing development of these policy principles extends to all of Malmö's departments and authorities. The follow-up process is coordinated by the City Office, while a steering group comprised of district councils and city administrative bodies manages the implementation. In addition, progress reports by all relevant committees serve to appraise the successes and/or persisting challenges (Malmö Stad 2017: 10). Today, nine goals determine the city's strategy, whereby the diversity of Malmö residents is not treated as a separate issue, but instead seen as an inherent component of the city's identity (Malmö Stad 2017: 16–19).

An example of one such knowledge alliance is the "Meet Malmö" forum founded in 2015 by the Trade and Industry Department and aimed at executives active in business, civil society and administration (Malmö Business). Since 2015, 15 initiatives have emerged out of this forum, one being "Good Malmö," which motivates companies to make it easier for young people to enter the job market. The main target group is 18 to 30 year-old job-seekers who are denied access to traditional recruitment processes due to limited language skills, even though they have the right qualifications. To date, Good Malmö has placed 108 individuals in full-time jobs (Good Malmö; http://goodmalmo.se/summary-in-english). Yet another initiative launched by the city of Malmö's Trade and Industry Department is "Highway to Business," a program financed by the European Regional Development Fund that gives new immigrants financial support and advice on how to implement their business ideas (Malmö Business (a)).

The subject of education is a key field of action for all efforts to implement social sustainability in Malmö, not only because of the city's young population. Schools are places where children from very diverse backgrounds meet – roughly one-half of the city's 30,000 pupils have a migration background (Grundskoleförvaltningen Malmö Stad 2016: 9). In Sweden, municipalities are responsible for implementing national educational law. From an intercultural

perspective, the factors that are particularly relevant here are support for native languages, the option of choosing Swedish as a foreign languages throughout one's school years, the long period of joint learning in a comprehensive school that extends all the way to completion of the ninth grade and the subject of "integrative religious studies" (see chapter 3.2.3).

In order to generate equal-opportunity learning conditions in all schools, Malmö's school administration – known as the "Grundskoleförvaltningen" – bases their budget allocations on an index that takes into account several factors, including the number of new pupils, the socioeconomic variables of the student body, the number of parents or guardians in the home, the parents' educational levels, whether they receive social benefits, the year they immigrated, the area in which they reside, etc. (Grundskoleförvaltningen Malmö Stad 2017: 14). There is also an administrative department for "Pedagogisk Inspiration" (educational inspiration), which provides continuing education and counseling for teachers and school principals active in all types of schools, especially focusing on how to navigate diversity in the classroom (Malmö Stad (c); Malmö Stad 2011: 4).

As part of the anti-racist network known as "Antirasistikt skolnätverk," Malmö's schools work together with organizations such as PeaceWorks, "Malmö mot diskriminering" (Malmö Against Discrimination), "Romskt Informations- och kunskapscenter" (Roma Information Center) and "Afrosvenskarnas forum för rättvisa" (African-Swedish Forum for Justice) to combat racism and other forms of discrimination. These efforts are complemented by offers from Malmö's official city department of "Pedagogisk Inspiration" (pedagogical inspiration), which organizes workshops and training sessions for teachers and educators, including roundtable discussions and role-playing games designed to promote understanding of different cultural perspectives (Malmö Stad (d); Pedagog Malmö (a)). The anti-racism student network known as "Antirasistiskt elevnätverk" organizes gatherings that offer space for exchange between pupils from different cultural

Children at a Malmö school

backgrounds, while also fostering intercultural knowledge building and seeking out ways to prevent discrimination (Pedagog Malmö (b)).

Urban planning is a key component in Malmö's efforts to establish social and economic links between neighborhoods and their residents. One example is the investment undertaken in the underprivileged district of Rosengård, where immigrants comprise some 80 % of the residents. The district has high levels of crime and unemployment (Malmö Stad (b)), and Malmö's department of urban planning has sought to improve this situation by means of a number of strategic investments: for example, by expanding the train station to better connect the district to the city center, by fostering a closer relationship between police and residents at a new training center for policemen and women, and by planning to build a modern 22-story building called the Culture Casbah (Malmö Stad 2015). The goal is to make the district more attractive to new residents as well as for businesses, cafés, art and culture (Malmö Business 2017: 4).

In addition to linking city districts by expanding the public transport system and extending the network of bicycle paths, the city also seeks to create public spaces that lend themselves to intercultural exchange, for example in district libraries, which are simultaneously intercultural meeting places. The city also offers continuing

education opportunities and works to make sure the variety of these training programs corresponds to the diversity of residents themselves (Malmö Stad (e)).

The city of Malmö places high priority on implementing anti-discrimination policies in all areas of life. In 2010, in pursuit of this goal, the city developed the "Strategisk utvecklingsplan mot diskriminering" (Strategic Development Plan against Discrimination), which it updates on a regular basis, most recently in 2014 (Malmö Stad 2014). The explicit aim of this plan is to foster close cooperation between authorities, civil society organizations and religious communities. One example is the collaboration with the NGO known as "Malmö mot diskriminering," which advises bodies such as civic authorities, clubs and associations on issues relating to human rights and anti-discrimination. Under a related regulation (Sveriges riksdag 2002), the NGO receives state aid and municipal project support (Malmö mot diskriminering 2015) for the free legal advice it provides to citizens in discrimination cases.

When awarding public contracts, the city of Malmö takes great effort to comply with anti-discrimination laws and to ensure a non-discriminatory employment policy (Malmö Stad (f)). In this realm, the city itself is already a role model: 34 % of its employees are foreign-born, which means that the level of cultural diversity in the public sector is already very high (Malmö Stad (f)).

The following is a selection of additional activities undertaken by the city of Malmö to foster intercultural exchange:

- As a member of the European Coalition of Cities against Racism, Malmö works to become an open city that welcomes everyone, regardless of gender, age, disability, ethnic background, religion or sexual orientation (Malmö Stad 2017: 18).

- In 2009, Malmö built a cultural center for its Roma residents that includes a museum exploring Roma history over the past 500 years. The museum receives roughly 20,000 visitors every year (UNESCO). The city and the

Swedish government are currently discussing plans for a national museum in Malmö that would explore the history of migration to Sweden.

- Through its "Coexist" project, the city aims to provide safe and secure urban spaces while fostering interfaith dialogue by providing a neutral platform for interaction among members of Malmö's religious communities, residents and public representatives (Malmö Stad (g)). Malmö is a member of the board of Open Skåne, an organization committed to fostering cultural openness in the region (Open Skåne; www.openskane.se/en/about-us/).

Current challenges

Malmö faces a growth in street crime, violence and drug dealing. Many of the reported offenses have not been fully resolved. Rising crime levels are particularly acute in districts such as Sofielund and Rosengård, where many of the residents are migrants to Sweden. These districts feature high rates of poverty and unemployment among young people in particular. Those who find jobs tend to leave the neighborhood – roughly one in every four residents each year.

These crime and unemployment figures – as well as the insecurities that come along with them – are subject to right-wing populist instrumentalization in an attempt to incite antipathy toward immigrants while criticizing Malmö's purportedly laissez-faire approach.

A current campaign by the local newspaper Sydsvenskan counteracts this trend by involving Malmö residents in constructive debate. Under the hashtag #framåtmalmö (Onward Malmö), residents can lodge their concerns and help develop concrete solutions (Reith 2017; Schmiester 2017).

Factors driving success

In the mid-1990s, when Malmö was hit by an economic crisis while also receiving a large number of immigrants, the city chose to view this as an opportunity and rejected an isolationist approach. By investing in infrastructure and economic growth, the city helped develop a knowledge-based economy underpinned by internationalism. At the same time, Malmö acknowledged the need to introduce inclusive policies and create equal opportunities for participation in order to leverage the potential inherent to the city's diverse population. Key success factors include:

- **Social sustainability**

Malmö consistently targets the ideal of a socially sustainable city and proves to residents that socioeconomic inequalities have been recognized and understood. The city administration thus shows the impact of social cohesion objectives in determining policies. In other words, the city's diversity is treated as an organic element of society rather than as a separate subject.

- **Diverse administrative bodies and shared responsibility**

Malmö's administrative staff reflects the diversity of the city. Familiar with the diverse needs of city residents, these individuals are responsible for implementing the city's social sustainability strategy. This holistic approach runs through each administrative department.

- **Connecting districts through urban planning and social investment**

Malmö brings its residents together by linking neighborhoods and creating interactive opportunities in public spaces. Investments in economically less developed neighborhoods aim to mitigate gaps in living conditions across the districts.

- **International Innovation Center**

After the economic crisis, Malmö emerged as a knowledge and innovation hub increasingly able to attract companies, founders, young talent and top students from around the globe. Today, Malmö is one of Sweden's fastest growing cities.

2.5 Toronto: Strength in diversity

Toronto is the largest and most culturally diverse metropolis in Canada. The city actively publicizes its diversity and takes great effort to promote full and equal participation among its residents in all areas of urban life. The key actor in this realm is an administrative unit known as the Equity Diversity and Human Rights Division (EDHR), which cooperates with all relevant departments, businesses and civil society organizations to implement a variety of measures necessary to ensure equal participation in society.

Archetype of diversity

Toronto has over 2.7 million inhabitants and is the most populated city in Canada. Encompassed by a metropolitan region referred to as the Greater Toronto Area (GTA), the city is the main destination for immigrants to Canada. The roughly 230 ethnic communities and approximately 140 languages spoken in the city bear witness to its extraordinary diversity. In fact, according to the BBC, Toronto is the most diverse city in the world (Toronto City (a) 2013: 1; BBC 2016).

Almost one-half of the inhabitants of Toronto were born abroad and over 35,000 have an indigenous Native Canadian background. The diversity of origins among Toronto's residents is today an accepted fact of everyday life.

In 1971, the national government under Prime Minister Pierre Elliott Trudeau established multiculturalism as the country's official government policy. The Canadian Multiculturalism Act passed in 1988 sought to promote the full and equitable participation by people of all origins in the continuing evolution

Population: 2,731,571 (2016)
Foreign-born population:
47 % (Random sampling data, 2016 census)
Main country/region of origin (share of population):
• Asia 25 % (China 5 %, Philippines 4.4 %, India 3 %, Sri Lanka 2 %, Hongkong 1.4 %, Iran 1.4 %) • Europe 11 % (Italy 1.7 %, United Kingdom 1.5 %, Portugal 1.4 %) • Latin America 8 % (Jamaica 1.7 %) • Africa 3 % • Oceania and other countries 0.1 %
Per capita income:
€20,039 (2015, average income for those older than 15)
Unemployment:
6.9 % (2017)
Awards:
Canada's Best Diversity Employers (Mediacorp Canada Inc.) World's Best City Brands (Resonance) Several awards for the most livable city (e.g., The Economist, PwC, Metropolis Magazine)

and shaping of all aspects of Canadian society (Government of Canada). Subsequently, the number of immigrants settling in Toronto increased rapidly in accordance with Canada's skills-based immigration policy and thanks to the city's central geographic location. As part of the recognition of diversity that was promoted at the level of national policy, new Toronto residents were also able to make their own cultures visible in the city landscape. The local economy gained new momentum and cultural neighborhoods such as Little Portugal, Korea Town and Little India emerged in the process (Miedema and Brown 2012).

| Employment Equity Policy | | Toronto Region Immigrant Employment Council (TRIEC) | | Statement of Commitment to the Aboriginal Communities | | Self-proclamation as "Sanctuary City" |

2003   **2004**   **2011**

2000   **2003**   **2010**   **2013**

| Vision Statement on Access, Equity and Diversity | Accommodation Policy | Establishment of Equity, Diversity and Human Rights Division |

Today, one of the major factors contributing to Toronto's economic strength is the high level of skills and literacy found among its mostly multilingual population. Toronto is Canada's financial services capital and the third-largest financial hub in North America after New York and Chicago. The city has also become Canada's tech capital, with 14,600 companies and a workforce of 159,000 employees (Toronto City (b)) active in the industry.

Canada's skills-based immigration system is reflected in the above-average number of immigrants qualified in one of the STEM fields of science, technology, engineering and math. In fact, immigrants aged 25 to 64 years account for roughly one-quarter of Canada's entire population in this age group and simultaneously also over one-third of individuals with a university degree in the STEM fields (Statistics Canada (a)).

Diversity Our Strength – Ensuring everyone equal access and upward mobility opportunities

Toronto's official city motto is "Diversity Our Strength." It sends out a clear message that diversity is not a challenge that must be overcome or an aspect of life that Canadians are called upon to tolerate; on the contrary, diversity is understood as an essential resource and a key to the cultural, economic and social success of Canada – and of Toronto, in particular.

One event that helps underline this approach – and one that carries a great deal of symbolism – is the annual "Newcomer Day." On this day, residents invited to enjoy a diverse range of cultural activities and information services, all of which are designed to welcome newly arrived residents while also helping them establish a connection to the city and its existing, long-time residents. One core program point on Newcomer Day is the community citizenship ceremony co-organized by Toronto in partnership with the Institute for Canadian Citizenship (ICC) (Toronto City (c)).

In 2003, Toronto's city council issued its "Vision Statement on Access, Equity and Diversity," thereby officially committing itself to a policy of equality and diversity. This approach seeks to cover all aspects of diversity and strengthen intercultural understanding among Toronto residents. The statement comprises the following target areas (Toronto City (d)):

· equal access to public services in line with the principle of "equity of outcome";

· inclusion of all residents in decision-making processes;

· recognition of the unique status of indigenous peoples and their right to self-determination;

· protection of minorities; and

· fostering an environment conducive to equality and social cohesion.

With regard to urban issues, the key factors determining Toronto's scope of influence are its legislative authority, financial resources and involvement in provincial and federal policy decision-making. The city's diversity policy is a holistic system that involves various different administrative bodies (Ahmadi and Tasan-Kok 2013: 5). The central actor is the Equity Diversity and Human Rights Division (EDHR), which belongs to an administrative unit under the auspices of Toronto's City Manager. The division emerged out of the Diversity Management and Community Engagement Unit in 2011.

The EDHR's vision is to make the City of Toronto – in its capacity as a political actor, employer, service provider and purchaser of goods and services – as responsive as possible to the needs of its diverse communities. The EDHR's main activities include advising and monitoring the city government, public authorities and administrative employees on all matters relating to diversity as well as working together with businesses and civil society on select projects. One example is "Toronto for All," a campaign launched in 2016 and carried out in partnership with community organizations (www. torontoforall.ca). The initiative draws attention to existing forms of racism and Islamophobia. The program included the organization of 41 citizen dialogues involving over 800 Afro-Canadian citizens living in Toronto, which led to the creation of the "Toronto Action Plan to Confront Anti-Black Racism." The EDHR's realm of responsibility also includes support for the right of self-determination of indigenous peoples in Toronto (Toronto City (e)).

For the 2015–2018 period, the EDHR developed a comprehensive strategy focusing on fulfilling the city's stated commitment to equality and the protection of human rights. It also committed itself to a number of other efforts, including the promotion of a solution-oriented discourse on existing discrimination, the improvement of diversity hiring in the public sector, the fostering of accountability with regard to policies that encourage diversity and the expansion of community work and civic engagement (EDHR 2015: 8–9).

In its effort to achieve equal access to public services for members of all communities, the city provides its residents with information about urban services on websites and via telephone hotlines in more than 180 languages (Toronto City (c)).

Another important tool is Toronto's "Equity Lens," a set of questions designed to identify barriers to the use of public services by individual cultural communities (Toronto City (f)). The questions include the following: "Have you determined if there are barriers faced by diverse groups? Which groups or populations? What is the impact of the policy/program on diverse groups?" City policymakers are required to examine their own policies through the lens of diversity and then, if necessary, adapt these policies to the diverse needs of residents. For example, the city-owned social housing provider known as the Toronto Community Housing Corporation (TCHC) drew on the findings of a recent analysis of its tenants – who speak over 70 languages and are mostly low-income residents – to launch initiatives such as anti-racism dialogues and youth programs. They also set targets designed to increase tenant employment in the services they offer (Toronto City (f)).

In order to constantly evaluate the progress of existing measures, policies and procedures in each field, the EDHR takes up the "Equity Impact Statements" – which are based on the Equity Lens questions and issued by each different department – in its reports to the city council. In addition, public advocates function as a link between Toronto residents and the city administration, helping to draw attention to opportunities for improving the provision of public services (www.ombudsmantoronto.ca).

And it's not just legal residents of Toronto who benefit from these extensive efforts to achieve equality in the city; in 2013, Toronto was also the first "sanctuary city" in Canada to commit to providing services for people without residency permits. As a result, all people residing in Toronto have access to the city's core services, including health care and the school system.

Toronto's diverse population

The city also focuses on inclusive and open role models in its capacity as an employer and contracting authority (EDHR 2015: 1). Since 2000, the city government has fostered the hiring of individuals with diverse cultural and religious backgrounds in keeping with the official Employment Equity Policy it introduced that year. The idea behind the policy is to create a diverse workforce by removing barriers to employment in public service and by undergoing regular monitoring processes with regard to hiring practices (Toronto City (h)). For example, equal opportunity in the workplace increases with the establishment of such things as prayer rooms, flexible working hours during fasting periods and religious or cultural holidays (Toronto City (i)).

As a purchaser of goods and services, Toronto requires that its partners and suppliers have structures in place that prevent discrimination, racism and sexual harassment. Toronto is bound by the Human Rights and Anti-Harassment/Discrimination Policy (HRAP) and the Ontario Human Rights Code for the provision of discrimination-free services (Toronto City (j)).

Toronto's diversity is also reflected in the makeup of its schools, where over 120 languages are spoken and roughly one-quarter of the approximately 246,000 pupils were born outside of Canada. In the realm of education, the 584 primary and secondary schools that comprise the Toronto District School Board are obliged to implement the policy guidelines associated with equal opportunity and participation. An open school culture and the fair management of resources in line with the "Learning Opportunity Index" form the basis of successful learning in all children and adolescents. This index measures external factors that can impact successful learning, such as the income of pupils' parents. This means that schools in weaker socio-economic areas receive higher levels of financial support (Toronto District School Board).

In order to ensure that fast and effective support is given to all pupils according to their particular language proficiency level, newly arrived students are first asked to complete a two-day test and then given support tailored to their personal needs. Teachers are obliged to undergo continuing training designed to deepen their intercultural expertise and further develop their pedagogical methods of promoting each individual child and adolescent. Depending on the context, schools such as the Africentric Alternative School and the Rose Avenue Public School draw on support from the Toronto District School Board to offer parents workshops designed to fight racism and Islamophobia and promote intercultural understanding (Toronto District School Board).

Other programs and initiatives in Toronto:

- The Diversity and Inclusion Department at Toronto's Police Department focuses on handling questions relating to human rights while also supporting cultural transformation and acknowledging diversity. The goal is to have the police force itself reflect the cultural diversity of the population of Toronto. All police officers receive training in intercultural understanding so as to guarantee an unbiased service (Toronto Police Service).

- The city council is an active participant in "The Mentoring Partnership," a program organized by the Toronto Region Immigrant Employment Council (TRIEC) that seeks to promote the skills-based entry of immigrants into the workforce. Founded in 2003 by the Maytree Foundation and the Toronto City Summit Alliance, TRIEC aims to connect businesses and organizations with the city's diverse range of talent and to raise awareness among companies about the advantages of cultural diversity in keeping with the motto "Diversity drives success" (TRIEC). Since the launch of the mentoring program in 2004, 12,000 matches have been made between immigrants and individuals working in the same professional field (Toronto City (k)).

- In its 2010 Statement of Commitment to Aboriginal Communities, Toronto recognized the right of indigenous peoples to self-determination. In addition to measures designed to promote this right, the city also introduced the Aboriginal Education Strategy in 2012, a program that seeks to teach the history of the indigenous population of Toronto, among other things, in the city's schools (Toronto City (l)).

Current challenges

Toronto is a major metropolitan area that faces the constant challenge of ensuring that all residents participate equally in the city's prosperity and growth while also working to counter the trend of growing economic inequality (Walks, Dinca-Panaitescu and Simone 2016).

The 2016 census showed that roughly one-fourth of all children in Toronto still live in low-income households. Families with diverse ethnic backgrounds – and indigenous families, in particular – were shown to be most affected in this realm (Monsebraaten 2017). In order to guarantee equal opportunities in the future, the city seeks to provide affordable housing in all neighborhoods and to increase access to childcare, among other things (Monsebraaten 2015).

Factors driving success

Toronto is one of the most diverse cities in Canada, a fact that it clearly and consistently advertises as one of its essential strengths. The following elements are especially emphasized by the city:

• **Diversity as a strength**

The city communicates its resource-oriented understanding of diversity unequivocally in its motto "Diversity Our Strength." The political discourse reflects this approach and works to include all cultural and religious groups on the basis of human rights principles. The varied backgrounds and high levels of skills found in the population of Toronto are seen as strengths and drivers of economic growth.

• **Institutional anchoring**

The Equity Diversity and Human Rights Division is a central office established to coordinate, advise and monitor diversity measures. This makes it possible to ensure that the city's commitment to equality, recognition and the fostering of diversity is carried out at all levels of city administration.

- **Equity of outcome**

Toronto's focus on the principle of "equity of outcome" means that residents receive services and support measures adapted to their needs. This guarantees that socially disadvantaged groups benefit from the same opportunities for advancement as better-off members of society. The Equity Lens is a tool used by political decision-makers, administrators and local actors to remain mindful of aspects of diversity.

- **Access to the labor market and inclusive education system**

Toronto actively welcomes immigrants and fosters their entrance into the labor market and educational system from the very beginning. For example, actors such as TRIEC connect newly arrived residents to businesses. In the realm of education, the Toronto District School Board provides the basis for equal opportunity, for example through the Learning Opportunity Index, which enables a need-oriented, fair distribution of funds. Individually tailored support for newly arrived pupils also facilitates the transition into a new school system.

2.6 Nashville: Empowering new Americans to participate in government and society

For Nashville's metro government, cultivating an urban environment that provides new residents opportunities to participate in society is fundamental to creating a sustainable democratic culture for everyone. Participation opportunities are embedded within special programs that are overseen by the Mayor's Office of New Americans.

A model for the entire country

Nashville is one of the fastest growing cities in the United States. Famous as a country music hub, Nashville is also the capitol of the state of Tennessee. Some 1.8 million people reside in the greater Nashville metro area, and some 680,000 people live in the city itself.
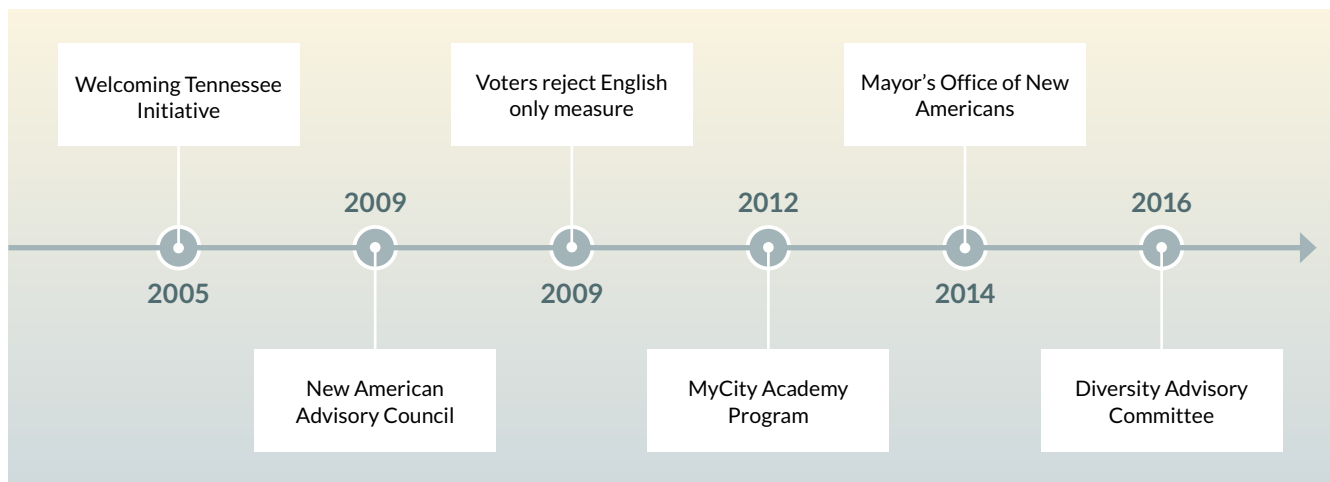
Nashville is home to people with a variety of cultural backgrounds. Nearly 12 % of all Nashvillians are foreign-born (U.S. Census Bureau) and 30 % of the city's enrolled students speak a language other than English at home (140 languages). Nashville features a large Latin American community that makes up some 40 % of all foreign-born residents and is home to the largest Kurdish population in the United States (11,000). It is also receiving a growing number of immigrants from Somalia, Laos, Bangladesh and Myanmar.

Nashville is one of the fastest-growing metro regions in the United States, particularly in terms of immigration. From 1990 to 2000, the city featured the United States' sixth-highest rate of growth in immigrants and the fourth-highest in terms of Latinos (TIRRC (a))). In 2012, Nashville recorded the fastest growing number of

Population: 684,410 (2016)
Foreign-born population:
12.2 % (2012–2016)
Ethnicities* (share of population):
• Caucasian 56.4 % • Afro-American 28.1 % • Hispanic/Latinos 10.1 % • Asian 3.7 % • Native American 0.5 % • Two or more ethnicities 2.4 % • Hawaiian or other Pacific Islander 0.1 %
Per capita income:
€24,661 (average, 2012–2016)
Unemployment:
3.6 % (2016)
Awards:
New York Times It City 2013 Joe Kraft Humanitarian Award 2014 for former Mayor Karl Dean

*data on country/region of origin not available for Nashville.

immigrants within the United States (Nashville.gov (a)). If this trend continues, the Nashville metro region will have a population of 2.5 million by 2040 (Nashville Chamber of Commerce 2017: 17). The city will by then have become a "majority-minority" city in which no single ethnic community comprises a majority.

Many immigrants moved to Nashville during periods of strong economic growth. Capitalizing on this phenomenon, the city has aimed to attract new residents with its "Live, Work and Play" campaign highlighting the city's moderate cost of living, good job opportunities and diversity of communities (Nashville.gov (a)). Key economic sectors include the automotive

Welcoming Tennessee Initiative

2009

2005

New American Advisory Council

Voters reject English only measure

2012

2009

MyCity Academy Program

Mayor's Office of New Americans

2016

2014

Diversity Advisory Committee

industry (Nissan North America and General Motors are headquartered in the city), the health sector, global corporate services and consultancies and the music industry (Nashville Chamber of Commerce 2017: 4). Nashville was ranked 10th by the Brookings Institution Metro Monitor in terms of prosperity and fifth in terms of economic growth (Brookings 2016: 10, 13).

Instititionalizing empowerment for new Americans in Nashville

Driven by the belief that cultural diversity generates innovation, strengthens the economy and contributes to the development of society, Nashville's metro government welcomes its new Americans through a variety of measures. This welcoming culture has its roots in civil society activities that began in the 2000s. In the context of growing immigrant numbers, the Tennessee Immigrant and Refugee Rights Coalition (TIRRC) was established in 2003 to protect the rights of immigrants. In response to nativist sentiments in the wake of the September 11th attacks on the World Trade Center, the coalition established in 2005 the Welcoming Tennessee Initiative (WTI) which served to inspire the launch of the Welcoming America Network (http://www.welcomingamerica.org/). Through its campaigns and dialogue on the social and economic contributions made by migrants and by drawing on the active participation of local leaders, the WTI helps strengthen tolerance and acceptance of migrants (TIRRC (b)).

Marking a milestone in the city's welcoming culture, Nashville residents rejected in 2009 a referendum that would have introduced an English-only policy into municipal government. The success in knocking this initiative down can be attributed in large part to the efforts of the WTI and other local groups such as the Conexión Américas, a Latino organization. The city's mayor at the time, Karl Dean (2007–2015) also played a key role by taking a clear stand on the issue, demonstrating leadership in forging a coalition of business leaders, unions, schools, and religious and civil society organizations that expressed their criticism of an English-only policy.

With their "no" vote, Nashville residents acted in contrast to national trends by confirming their commitment to becoming a "Welcoming City." At the time, more than 30 states and 19 cities had already voted in favor of an English-only policy (New York Times 2009 (a) & (b)).

In the same year as the referendum, the metro government introduced the New American Advisory Council which provides stakeholders from migrant and refugee organizations (currently with 13 members) the opportunity to meet once a month at city hall with the government to discuss the needs of new Americans. Through the council, the city has been able to improve measures targeting improved participatory opportunities for the city's new arrivals while strengthening social cohesion among all of Nashville's citizens (Nashville.gov (b)).

This dialogue has resulted in a number of successful initiatives. In 2012, Nashville launched its MyCity Academy, which fosters interaction between the metro government and the city's new Americans. Participants gain a closer look at how government works over a seven-month period by meeting regularly with local government representatives and taking tours of public administration offices and institutions. Nashville's new citizens thus develop a deeper understanding of their civil rights and how to take better advantage of the opportunities available in terms of participating in public life (Nashville.gov (c)). At the same time, they become multipliers who help others in their communities develop a stronger understanding of public administration.

In 2014, the Mayor's Office of New Americans was created as part of the Mayor's Office of Neighborhoods and Community Engagement and tasked with representing migrants' interests while empowering them to participate in government and the community. Opportunities for recently arrived immigrants to take part in society are thus anchored in public administration structures. In addition to the aforementioned projects, the office is responsible for coordinating the following programs (Nashville.gov (d)); www.nashville.gov/Mayors-Office/Neighborhoods/New-Americans.aspx):

- Parent Ambassadors: Designed to connect metro schools with newly arrived immigrant families in Nashville, the program has trained 25 volunteer Parent Ambassadors (currently from the Democratic Republic of Congo, Egypt, Iraq, Mexico, Myanmar, Nepal, Nicaragua, Puerto Rico, Somalia and Sudan). As Parent Ambassadors who speak the language of various immigrant communities, these individuals act as liaisons for families with the same cultural background. They provide information regarding the local school system and advise both parents and teachers to help ensure smooth transitions for immigrant children. Program organizers work closely with the MNPS Office of English Learners.

- New Americans Fellowship: This summer internship is provided to students or recent high school graduates and provides them the opportunity to learn firsthand about the Mayor's Office of New Americans activities.

- Pathway for New Americans: Five libraries and community centers have established new Americans Corners which provide resources for those preparing to take the test for U.S. citizenship. Trained staff are available for consultation at each facility.

- Launched in 2015, MyCity Connect promotes exchange between locals and new Americans through leisure activities, neighborhood beautification and other civil society activities, cultural events and networking forums with (small) businesses.

- Nashville features a strong network of NGOs committed to developing a welcoming environment and participation opportunities for immigrants. Many of these NGOs have offices in Casa Azafrán, a 28,800 square foot community center for intercultural activities that serves as "A home for all. Mi Casa es Tu Casa." Casa Azafrán stands at the gateway to Nashville's most international district. Located in the city's southern part, along Nolensville Pike Corridor, Casa Azafrán offers a variety of services in health care, finance, (continuing) education and startup help, and acts as a culture and arts center. Thanks to its broad spectrum of offerings, Casa Azafrán has become an example of how public-private partnerships can successfully create a hub for business and culture.

Nashville's metro government works hard to engage in dialogue with a variety of organizations. The Nashville Dialogue on Race, Equity, and Leadership is a key platform for such exchange (www.nashville.gov/Mayors-Office/Neighborhoods/REAL-Nashville-Dialogue.aspx).

Leaders in government, business and civil society are vocal about the city's welcoming culture and immigrants' positive impact on the city as a whole. As former Nashville Mayor Karl Dean has emphasized, this has benefits for the city:

Participants in the Welcoming Tennessee initiative

"When an immigrant comes to America and considers all of the cities or towns where they could locate, and they choose to live in Nashville, that is an incredible honor to us. I believe with that honor comes a duty to ensure that new Americans have an opportunity to succeed in their new home." (Quote from Welcoming America).

In 2015, the Nashville Chamber of Commerce published a study commissioned by Welcoming America on the economic impact of migrants in Nashville and the perception of migrant communities among local leaders in business and NGOs. The findings were overwhelmingly positive. According to respondents, migrants have contributed positively to areas such as innovation, international trade, foreign direct investment, recruitment and the city's global reach. Respondents emphasized the importance of immigration to quality of life and economic growth in the region (Nashville Chamber of Commerce 2015: 3).

Embracing and leveraging diversity are therefore key elements of the metro government's vision for the future. Further elements include ensuring social inclusion and social justice across all policy areas while engaging Nashville's diverse communities and providing public services for all residents. The government targets these objectives by taking diversity issues into account in its recruitment and hiring practices, bidding and tendering processes, and economic development measures (Nashville.gov (e)). In order to ensure that the city's services meet these requirements, the metro government created in 2016 a Chief Diversity Officer position and a Diversity Advisory Committee that is comprised of representatives from various city neighborhoods.

During a visit in 2014, former President Barack Obama praised Nashville's migrant-friendly culture as a model for the rest of the country (www.youtube.com/watch?v=9ez_OAzBY50).

Current challenges

In September 2017, the Trump administration rescinded the Deferred Action for Childhood Arrivals (DACA) program, which was designed to protect undocumented migrants who arrived in the United States as children. Under the DACA program, individuals were permitted to continue working, attend school or university like U.S. citizens. In Tennessee alone, some 8,300 young people have been able since 2012 to take on jobs under the DACA program. Nashville's metro

government has been a vocal critic of the federal government's move and has urged the U.S. Congress to re-introduce the program.

Although the metro government aims to have the city's demographic and cultural diversity reflected in its staff, currently only 2 % of city employees are of Latin American heritage and only 0.9 % of Asian background (Nashville. gov (i)). The Diversity Advisory Committee is currently developing a strategy for recruiting, hiring and retaining a diverse workforce that reflects the local demographics.

Factors driving success

In Nashville, being able to experience a welcoming culture involves not only the creation of a friendly climate of openness toward newcomers but a committed municipal government willing to invest resources in empowering new citizens. Key factors of success include:

• **Empowerment to take part in the political process**

The metro government promotes measures designed to empower new citizens in Nashville to take part in political processes now and in the future. Programs such as MyCityAcademy, the New American Advisory Council or the creation of the Mayor's Office of New Americans have created several opportunities for the direct participation of newcomers while cultivating mutual trust across groups.

• **Leadership**

Nashville's welcoming culture draws upon the clear leadership of stakeholders in government, business and civil society. As respected members of the community, these leaders help cultivate positive attitudes toward immigrants in society more broadly. The economic benefits of diversity help advance discussions.

• **Civil society activity**

Cultivating a welcoming culture began with the Welcoming Tennessee civil society initiative that promoted positive messaging about and for new citizens and mobilized local leaders to join in the campaign. By rejecting the English-only referendum, citizens voted overwhelmingly in favor of making Nashville a city that embraces diversity. Residents' identification with the values of a welcoming culture was strengthened in the process.

3 Local projects for living together in cultural diversity

The strategies in the six cities featured in the previous chapter show that living together in cultural diversity is deepened through activities in various areas of urban life, such as education, leisure and cultural activities, daily work, political participation or local reporting.

Municipal administrations have the mandate to establish a political framework for such activities. However, within each action area, local actors such as associations, educational institutions, community groups, NGOs or citizens' initiatives often develop new ideas for living together in diversity. As active members of urban society, these actors are familiar with locals and the issues and challenges affecting them. Indeed, these actors show just how multifaceted and innovative approaches to diversity can be on the local level. They stand as good examples of how solid ideas can play an active role in shaping how we live together in our communities.

This second chapter presents a selection of local good practice initiatives that international experts have identified in our research process. The practices featured here are implemented in a range of urban contexts and have been used at different points in recent history. The people and local organizations behind each practice range from committed individuals to grassroots organizations to high-level administrative bodies and mayors.

As responses to local challenges, these projects have helped pave the way forward in developing good solutions for urban life in a context of diversity and have been able to mobilize many in their respective field of action. They therefore provide good ideas and the impetus for targeted action in other urban contexts, including those in German cities.

3.1 Citizenship – participation and recognition

In an urban context, citizenship involves enabling all residents to participate in social life and gain access to resources. It also involves providing a welcoming environment that fosters a sense of belonging to the city. Yet in a diverse urban society, all citizens must also be able to participate in public affairs. This requires that organizations be open to intercultural activity, dialogue and exchange, and that advisory bodies take various cultural identities into consideration and give them voting rights. In order for these approaches to have an impact, both recent and long-term citizens must know their rights and opportunities for participation.

In New York, every citizen of the city, regardless of their residency status, receives an official city card with the New York City ID (IDNYC). The card – which is recognized by administrative offices, schools, the police, and businesses – allows its holder to set up bank accounts, enjoy cultural offerings and access the city's education and health system. In Canada, the Building Citizenship program welcomes New Canadians while educating them on life in Canada and their rights and responsibilities. In Bristol, the Building the Bridges program created an institutionalized forum for engaging the Muslim community in local government. The city of Marseille founded in 1990 the Forum Marseille Espérance to promote interfaith dialogue while advising the city council.

3.1.1 New York City ID

Actor:	Municipal government of New York, Mayor Bill de Blasio
Project duration:	2015 – present	www1.nyc.gov/site/idnyc/index.page
Target group:	All residents aged 14 and up with documented residency in New York City

Starting context

In American cities, many residents who lack official identity documents find themselves in a legally precarious situation that greatly complicates their ability to participate in city life and access public services. As a consequence, immigrants and marginalized groups such as the homeless in particular face great challenges in daily life, as do many other New York residents.

Objectives

The early-2015 introduction of an official city identity card, the New York City ID (IDNYC), helped solidify a political course change by Mayor Bill de Blasio aimed at strengthening rights and opportunities to participate for all New York residents. The IDNYC is designed to enable all residents – no matter what their official status – to participate more deeply in New York's urban life.

Implementation

The city of New York advertised the IDNYC with the slogan "I am NYC," translated into numerous languages. The idea behind it is simple: Anyone who can substantiate both his or her identity and a residence in the city (homeless persons can use the address of an aid organization) receives an official identity document, the IDNYC, which provides access to numerous city services and benefits. Visa status plays no role in this determination and is not noted on the identity card. The IDNYC is recognized by government agencies, schools, universities, the police, banks and many private businesses (Lebuhn 2017).

Neighborhood organizations have served as important implementation partners, establishing locations where residents can apply for the ID. The fact that the police accept the IDNYC allows particularly those residents without legal residency status to pursue a broadly legalized life in the city. For example, they can open a bank account or sign telephone and rental contracts by using the card.

In addition, the IDNYC provides discounted access to museums and other cultural institutions such as sports clubs. It is valid for five years but does not serve as a work permit.

Impact and reach

The card's introduction was accompanied by a program of research. In the summer of 2016, the city government presented the results of its evaluation: Nearly 10 % of New Yorkers, across all social groups, were using the identity card, many for reasons of solidarity.

A similar municipal-level system has been established in a European Union member state in the form of the Padrón residency-registration system in Spain. Under the provisions of national law there (Ley Orgánica 4/2000), immigrants can take advantage of fundamental rights in Spanish municipalities, such as that to health care, no matter what their visa status. Similar models have been discussed in Zürich, Bern and Hamburg.

What makes the project unique

The IDNYC is inclusive, because it is oriented toward all New York residents. It is an instrument that strengthens a sense for New York's urban community and improves participation opportunities for all city residents.

Key implementation factors

- **Political will:** With the introduction of the IDNYC, Mayor Bill de Blasio demonstrated political leadership, indicating that all residents – even those without legal residency status – are a valued part of the city's life.

- **Multi-stakeholder approach:** The participation of administrative agencies and other state institutions such as the police, as well as private businesses, facilitates the circulation and use of the card across many spheres of city activity.

- **Inclusive character:** The IDNYC card is oriented toward all New Yorkers. No group is specifically addressed; rather, it reaches the city community as a whole. This creates a sense both of belonging and community.

3.1.2 Building Citizenship in Canadian cities

Actor:	Institute for Canadian Citizenship (charitable organization) in cooperation with the Federal Ministry of Citizenship, Immigration, and Refugees
Project duration:	Since 2007 | www.icc-icc.ca/site/program/building-citizenship/
Target group:	New immigrants and long-term residents

Starting context

Canada is one of the world's most popular destinations for immigrants. When moving to a new country, immigrants must immerse themselves in a new and foreign culture. In the beginning, it is totally normal to feel somewhat alien in the new environment. Canada works as quickly as possible to transform this initial feeling into a deep sense of belonging to Canadian society.

Objectives

Based on its vision that "Diversity is a reality. Inclusion is a choice," a program organized by the Institute for Canadian Citizenship (ICC) and known as "Building Citizenship" welcomes immigrants to Canada with a series of local events. This process is designed to strengthen a sense of belonging and to promote exchange among new immigrants and long-time Canadians so that they can reflect together on what it means to be active Canadian citizens.

Implementation

Volunteers carry out the program in a national network of committees that work together with local citizens' offices to organize ceremonies celebrating the granting of citizenship to "new Canadians." All residents of the city are invited to attend. The celebration takes place at locations in the heart of communities, such as schools, community centers or cultural institutions. At discussion sessions that take place immediately after the ceremony, immigrants and their friends, family and community members are invited to talk about life in Canada and what exactly comprises Canadian society, values, rights, obligations and opportunities for participation.

Impact and reach

The program was launched in 2007 at three locations and has grown consistently since. In 2012/2013, there were already over 30 volunteer committees in eight Canadian provinces. In 2017, the ICC organized 67 Citizenship Ceremonies in 32 Canadian cities. A total of almost 3,000 new citizens were sworn in and took part in the discussion sessions. Roughly 900 so-called Community Connectors, which include leading personalities drawn from private business, culture, education, media and civil society, served as hosts and moderators of the events.

In addition to an attractive website with many photos documenting the Citizenship Ceremonies, the ICC reaches out to interested individuals via its social media channels. In 2017, Prime Minister Justin Trudeau attended their events and emphasized the importance of an active and vibrant welcome culture.

What makes the project unique

The program has a very strong symbolic power. As a "national grassroots network," it addresses and incorporates all interested citizens. Old diversity meets new diversity, thus strengthening the cohesion of Canadian society.

Key implementation factors

- **Involvement of local actors and citizens:** events are aimed at new immigrants and long-time residents of Toronto, but also at local actors who function as hosts.

- **Positive messages:** ceremonies emphasize the positive contributions of immigrants to the social and economic development of Canada's cities while also fostering a feeling of pride in the diversity of Canadian society.

- **High visibility:** strong social media presence, attractive website and key support from prominent personalities increase the visibility of the program.

3.1.3 Building the Bridge in Bristol

Actor:	Building the Bridge
Project duration:	2008–2010 (financed by the national Prevent program), since 2011 continuation of individual projects and the Partnership Advisory Group | www.allmosquestogether.org/building-the-bridge/
Target group:	Residents of Bristol with a focus on the Muslim community

Starting context

In 2003, the United Kingdom introduced Prevent, a strategy designed to thwart radicalization and terrorism. The strategy was implemented at the municipal level. As a result of the attacks in London in 2005, the redesigned Prevent measures issued in 2007 focused mainly on the Muslim population and the prevention of "home-grown terrorism." This focus on Muslims as the principle group of potential offenders received much criticism, especially by the Muslim community, which felt stigmatized by the program.

Objectives

In 2008, the City of Bristol implemented the Prevent strategy under the name "Building the Bridge." Their approach focused on fostering exchanges between Muslim communities and the city as well as among the communities themselves. It sought to increase their involvement in public decision-making. In other words, Building the Bridge sought to enhance understanding among religious and cultural communities and to encourage Muslim communities to take up an active political role.

Implementation

Building the Bridge used Prevent funding to establish an institutionalized forum comprising representatives of the city administration, Muslim communities and the police. This forum was made up of an executive board, known as the Local Strategic Partnership, and an advisory board, referred to as the Partnership Advisory Group. When deciding who was going to implement the program, the city deliberately hired people with a Muslim background (Figure Page 57).
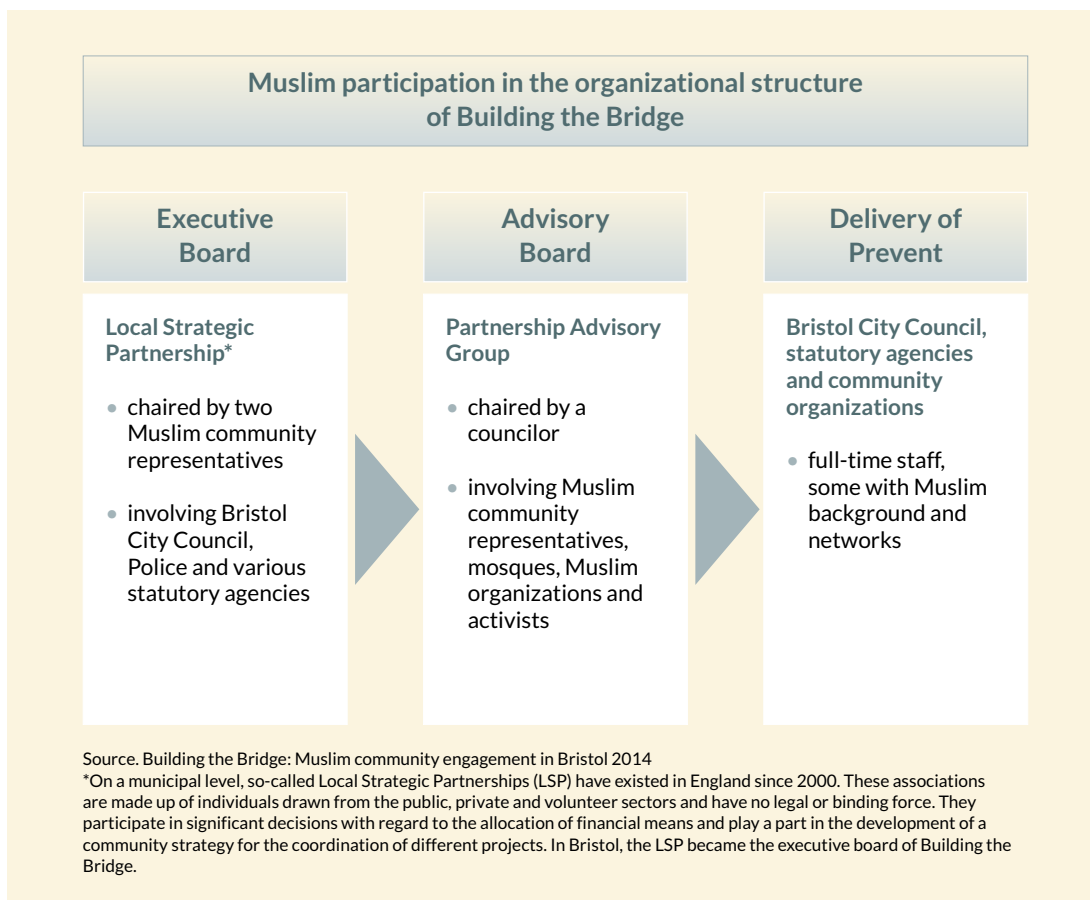
The Building the Bridge executive board had decision-making authority in the implementation of Prevent measures as well as in the distribution of funds. In its capacity as a consultative body, the Partnership Advisory Group met every six weeks to discuss current issues and develop new ideas and initiatives to promote political participation. The board involved many organizations in their advisory work, including the Somali Development Group, the Muslim Women's Network and the Council of Bristol Mosques.

Among the concrete measures organized by Building the Bridge were workshops against extremism at schools and a photo exhibition illustrating the lives of Muslims living in Bristol, which received several awards.

Impact and reach

The financing of Building the Bridge via Prevent lasted until 2010. However, by that time the project had created a number of sustainable structures, so that some work being done in youth projects and on the police force continues to this day. The Partnership Advisory Group meets twice a year.

The progress of Building the Bridge was monitored by the University of Bristol, which concluded that the project significantly strengthened cooperation between public

Muslim participation in the organizational structure of Building the Bridge

Executive Board	Advisory Board	Delivery of Prevent
Local Strategic Partnership*	**Partnership Advisory Group**	**Bristol City Council, statutory agencies and community organizations**
• chaired by two Muslim community representatives	• chaired by a councilor	• full-time staff, some with Muslim background and networks
• involving Bristol City Council, Police and various statutory agencies	• involving Muslim community representatives, mosques, Muslim organizations and activists	

Source. Building the Bridge: Muslim community engagement in Bristol 2014
*On a municipal level, so-called Local Strategic Partnerships (LSP) have existed in England since 2000. These associations are made up of individuals drawn from the public, private and volunteer sectors and have no legal or binding force. They participate in significant decisions with regard to the allocation of financial means and play a part in the development of a community strategy for the coordination of different projects. In Bristol, the LSP became the executive board of Building the Bridge.

authorities and Muslim communities in Bristol (Lewicki, Modood and O'Toole 2014).

What makes the project unique

Building the Bridge did not limit itself to the implementation of anti-radicalization measures; it also created lasting opportunities for the participation of Muslim communities in local political processes.

Key implementation factors

• **Dialogue and participation:** Participants refrain from talking about a group; instead, they talk with each other. This fosters trust and mutual appreciation.

• **Leadership:** By involving Muslim communities in decision-making and advisory boards, Muslim leaders were able to influence the design and implementation of various measures.

• **Local implementation:** Municipal implementation of the Prevent strategy focused on local conditions and the needs of local communities.

3.1.4 Forum Marseille Espérance

Actor:	Marseille Espérance (municipal administration forum with representatives of different world religions)
Project duration:	launched in 1990	http://social.marseille.fr/marseille-esperance
Target group:	All Marseille residents

Starting context

The port city of Marseille in southern France is home to many different religious and cultural groups. The city's Jewish community is the third largest in Europe. Roughly one-third of Marseille residents are of North African origin. Projections indicate that Marseille could become the first major European city in which Muslims form a majority.

Objectives

As early as 1990, in a move designed to recognize and reflect the social reality of its residents, the city established the Forum Marseille Espérance (Forum Marseille Hope) in order to involve the variety of religious and cultural groups in decision-making processes. The goal of the forum has been to strengthen social cohesion through regular interfaith dialogue, to foster mutual understanding and respect and to develop joint solutions to any conflicts or tensions.

Implementation

Members of Marseille Espérance meet on a regular basis with the mayor to discuss current social challenges facing the city. At the same time, the forum acts as a mediator in situations involving social tensions or threats to the environment of harmonious coexistence that is cultivated by the city.

The forum organizes projects that raise awareness of religious diversity in the public sphere and address all residents of Marseille. One example is "L'Arbre de l'Espérance" (Tree of Hope),

a sculpture project featuring the names of 500,000 Marseille residents that underscores the importance of humanity and fraternity. Other examples include the design of an inter-religious prayer and worship space in a hospital as well as a planting initiative marking the 25th anniversary of the forum. Each year, Marseille Espérance publishes an interfaith calendar containing the major holidays of all religions.

The success of Marseille Espérance can be seen in the forum's support for the construction of the Grand Mosque in Marseille. The mayor's proactive leadership and the backing of the religious leaders represented in Marseille Espérance helped to accelerate the one-hundred-year search for a suitable location.

Impact and reach

The agenda of inclusion, cohesion and hope pursued by Marseille Espérance is conveyed via diverse media and local networks. In fact, the forum's work fostered a noticeable increase in articles written on civil society Muslim organizations in local media. The forum also helped resolve a variety of conflicts (Cities of Migration 2012).

Similar approaches can be found at the Council of Religions in Frankfurt, Zürich and Leicester. The Marseille model was adopted by the city council in Brussels in a modified form. The forum also has a cooperation agreement with Barcelona.

In 2004, the Fondazione Laboratorio Mediterraneo bestowed its Mediterranean Peace Award to Marseille Espérance in acknowledgment

of the forum's achievements in promoting intercultural dialogue and understanding.

What makes the project unique

For many years, the forum has operated under the guiding principle of a "peaceful and open-minded secularism." Today, it continues to be a valued and respected partner for the city administration and urban community.

Key implementation factors

- **Leadership:** Keenly aware of the importance of intercultural understanding, the then mayor initiated Marseille Espérance at a very early stage. The city administration has actively supported the forum ever since.

- **Visibility:** Creative projects such as "L'Arbre de l'Espérance" increase the visibility of religious and cultural diversity in Marseille's urban landscape. In order to augment external recognition of its activities, the forum uses the customary communication channels of its participating organizations, while also highlighting its work on social media platforms and publishing an annual calendar containing major religious holidays.

- **Civic engagement:** Community projects in the public sphere help to involve the residents of Marseille and generate links to the forum.

3.2 Learning with and from each other

Education involves more than just the mere transfer of knowledge – it also involves providing guidance on values and individual action. In a diverse society, people need specific skills in order to deal with different lifestyles and values. A positive experience with living together in an intercultural context is precedented on individuals developing basic knowledge about different cultural ways of life and religions and in discussing their commonalities and differences. Local educational institutions are ideal locations for open, intercultural exchange where everyone – that is, children and adults of diverse cultural backgrounds – has the opportunity to express themselves.

The parents' association "Brug Folkeskolen – sammen med mig" in Copenhagen aims to ensure that the population's cultural and socioeconomic diversity is reflected in public schools. The Bialik Rogozin School in the south of Tel Aviv is a model of learning together in cultural diversity in a context of challenging social conditions. The pedagogical approach "Abrahams Barn," which was developed in the Swedish municipality of Sigtuna, helps students of different religions and non-confessional students learn about their shared values through role-plays.

3.2.1 The Brug Folkeskolen–sammen med mig parents' association in Copenhagen

Actor:	Brug Folkeskolen–sammen med mig (The parents' association "Use the Public School")
Project duration:	Since 2003	http://brugfolkeskolen.dk/in-english/
Target group:	Parents of preschool- or school-age children in three Copenhagen districts

Starting context

More and more parents in Copenhagen's culturally diverse neighborhoods are choosing to send their children to private school. They are doing so under the assumption that private schools offer a consistently higher level of education than do public schools, which are characterized by social and cultural heterogeneity. This selective decision-making process, mainly undertaken by parents with higher incomes, leads to greater segregation in communities.

Objectives

To counteract this segregation, a group of middle-class parents has joined forces to form the association called "Brug Folkeskolen – sammen med mig" (Use the Public School). Their goal is for public schools to reflect the cultural and social mix of the population.

Implementation

Brug Folkeskolen–sammen med mig embraces a peer-to-peer approach. Parents approach other parents to make a case for public schools in their individual neighborhoods, encouraging them to re-enlist their children in the public education system.

The originally small group has now become a more expansive network of parents that holds workshops for other interested parents while assisting and counseling schools in attracting students. With the goal of improving the image of public schools in various districts, the parents'

association is conducting an intensive public relations campaign that includes introducing the schools in kindergartens, taking part in neighborhood festivals, sending out newsletters and engaging in persistent communication through social media to publicize their results. The association's activities also network with local politics, which allows parents to raise awareness of the hazards of segregation and the advantages of communal learning in culturally diverse classrooms.

Impact and reach

The initiative is now active in three of Copenhagen's most culturally diverse neighborhoods. It works in cooperation with five primary schools. The parents' initiative is financed by the state and through private funding. With the additional help of volunteers, it is coordinated primarily by one full-time and two part-time employees.

What makes the project unique

The mainstay of Brug Folkeskolen–sammen med mig is the parents' voluntary commitment to convince other parents of the virtues of diverse public schooling.

Key implementation factors

- **Citizens' initiative:** Committed parents are shouldering responsibility and forming a network.

- **Outreach:** In addition to a website, newsletters are distributed and social media is used to circulate the positive stories of participating schools.

- **Networking:** Establishing contact and dialogue with local schools and the community allows the association to function both as a mouthpiece for the needs and wishes of the parents and as a communication channel for representatives of state schools and the community to reach parents of current and potential students.

3.2.2 Bialik Rogozin School in Tel Aviv

Actor:	Bialik Rogozin School in Tel Aviv
Project duration:	Since 2005	www.youtube.com/watch?v=4QlvR2ZSdWU
Target group:	Children in the south of Tel Aviv (as well as their parents)

Starting context

The southern suburbs of Tel Aviv are home to many migrant workers and refugees living under precarious conditions, oftentimes without an official residence permit. This makes for a broad bandwidth of regional and cultural origins, ranging from immigrant families from the former Soviet Union and the Philippines to refugees from African countries. As challenging socioeconomic conditions make it difficult for parents to put their children through school, this burden often falls to the children themselves.

Objectives

The Bialik Rogozin School not only offers children a home, it also exposes them to varying perspectives for a better future. In its broadly diverse environment, the school's vision is to use intercultural exchange and study to promote the appreciation and acceptance of each other's cultures while strengthening a common identity.

Implementation

The Bialik Rogozin School's 1,300 students between the 1st and 12th grades come from 51 different countries and represent nearly all religions. School operations draw on a comprehensive pedagogical and social concept. Every child is given individual support. Games, sports and art are central elements while the various cultures of the students are also woven into the curriculum. The educational concept includes acquiring the official languages as well as promoting the students' various native languages. The school also supports the development of a common Israeli identity, including the celebration of collective holidays

and national symbols as elements of the school routine. To provide the children with an inclusive home and a secure location, the school is open all day long. The children receive warm meals and, when necessary, psychological support and health insurance.

The Bialik Rogozin School cooperates closely with volunteers, civil society organizations and private enterprise. This configuration requires social engagement from the students themselves, while parents are incorporated into the schoolwork and can enroll in programs such as free language courses. The school is financed through public funds (state and local government) and private donations.

Impact and reach

The school has enjoyed enormous success. Over 90 % of the students finish school with a high-school diploma – this is higher than the national average. Numerous international partnerships and the school's high media coverage are proof of the concept's global recognition. Strangers No More, a documentary film about the Bialik Rogozin School, won an Academy Award in 2011.

The Bialik Rogozin School was the subject of a book by Norbert Kron, published in Germany in 2017, titled "Ein Zuhause in der Fremde" (A home away from home). The school is also a partner school of the UNESCO school in Essen, Germany.

What makes the project unique

The Bialik Rogozin School is a model of quality academic education, humanity and living in intercultural diversity. It provides children a peaceful place (a home) amid an otherwise difficult environment.

Key implementation factors

- **Intercultural competence:** The students develop a common Israeli identity while learning to understand and appreciate the diverse cultures of their classmates.

- **Personal commitment:** The school's intensive, individual supervision of children – in which their personal skills are of primary concern – and the commitment of the faculty, in particular the school principal Eli Nechama, are critical factors for its success.

- **Civil society engagement:** Parents, volunteers and civil society organizations are all involved in the curriculum, while the students themselves are motivated to engage with their community.

3.2.3 Abrahams Barn and the Identification Leads to Empathy methods from Sigtuna

Actor:	Sigtunastiftelsen (Sigtuna Foundation)
Project duration:	Since 1991	www.abrahamsbarn.se/?page_id=86
Target group:	Students and teachers in Sweden

Starting context

Sweden was the first European country to introduce integrative religious education in the classroom. "Religionskunskap," the Swedish term for joint spiritual instruction, addresses religions, worldviews and ethics as well as religious and ideological diversity and the ethical challenges posed by modern society. It is a required discipline in Sweden's state schools until the 9th grade (Alberts 2008: 4; Berglund 2015: 29).

Objectives

On this basis, the goal of "Abrahams Barn" (Children of Abraham), the pedagogical approach developed in a school in the Swedish town of Sigtuna, is to dismantle or indeed prevent prejudice against other religions as early as possible. Furthermore, the demonstration of and familiarization with the commonalities of various religions will promote a sense of community among students.

Implementation

Abrahams Barn is a pedagogical instrument for comprehensive religious education at Swedish schools. The methods referred to as "Identifikation skapar Empati (IE)" (Identification leads to Empathy) constitute the core of this approach. Role-playing games are used to draw attention to the commonalities among religions. Students take on the roles of various religious figures and answer questions in the first person as if they were those actual figures. The results are then documented using images, photos, video clips etc. The name Abrahams Barn relates to the three most prevalent (Abrahamic) religions in 1990s Sweden – Judaism, Christianity and Islam – but the approach is not limited to them and also welcomes those with no confessional faith.

Impact and reach

The approach began in 1991 as a classroom project in the Stockholm suburb of Sigtuna and was then incorporated by the Sigtuna

Foundation. The program includes the development of teaching materials; a workshop is held twice a year to convey methods to teachers. The approach is also taught as part of teacher training in universities, where around 200 students learn it each year.

What makes the project unique

The idea behind the approach is not to teach the differences between religions, but rather to awaken empathy and curiosity in children.

Key implementation factors

- **Playful implementation:** Playful implementation through role-playing games requires students to be perceptive, empathetic and open-minded.

- **IE methods:** Identification with others encourages children to recognize their commonalities and strengthens their sense of community.

- **Flexibility of the approach:** The approach is not limited to specific religions; it is suitable for students of all confessions, as well as for those with no confession.

3.3 Fostering exchange and creating opportunities for interaction

One of the only ways to establish intercultural understanding is through actual contact and relationships between people of different cultural backgrounds. In order to succeed, these forms of interaction must occur in everyday life. Common interests and activities foster the creation of a sense of belonging and a "we" identity within urban communities. Associations and local organizations whose activities are geared toward people with different backgrounds are in high demand. Cultural institutions are yet another important point of contact. The creative portrayal of diverse histories, perspectives and opinions makes it possible to address and engage with unfamiliar ways of life.

In principle, the Human Library functions like a traditional library; however, instead of bringing readers together with books, it connects them with people who have unique life stories to tell. The Koninklijke Vlaamse Schouwburg (KVS, Royal Flemish Theater) in Brussels sees theater as a platform for multicultural urban society and seeks to involve all city residents in its program planning. A card game, More Than One Story, was developed by the Swedish municipality of Simrishamn. The game helps participants overcome prejudices and increase awareness of the diversity of human experiences.

3.3.1 Human Library in Danish municipalities and around the world

Actor:	The Human Library Organization (NGO)
Project duration:	launched in 2000 | http://humanlibrary.org
Target group:	Everyone

Starting context

In communities where people of diverse backgrounds and ways of life draw lines between themselves instead of engaging in an exchange of ideas, prejudices are easily formed. Discrimination, stigmatization and violence against specific groups are likely to emerge as a result.

Objectives

The idea behind the Danish NGO known as The Human Library Organization is that dialogue is essential if we are to develop an informed understanding of those who are different from us. Conversation also helps dismantle existing stereotypes and prejudices. The goal of the project is to bring people together who would otherwise most likely not enter into dialogue.

Implementation

The Human Library functions like a traditional library. Readers borrow a book on a certain topic, read it over a certain period of time and bring it back afterwards. If they wish, readers are welcome to borrow another book after that. However, in the case of the Human Library, the books that readers borrow are actual people with their very own unique life stories. These people speak about formative experiences, which might include their faith, sexual orientation, refugee story, illness and many other things. Participants are encouraged to reveal and discuss their personal and social experiences with prejudices, stereotypes and social obstacles.

A Human Library can be organized as part of a cultural event and at schools, libraries, companies and many more sites. In order to avoid any potential conflict or hostilities, "readers" are asked in advance to give their reasons for wanting to borrow a human "book."

Impact and reach

The youth organization Stop the Violence first implemented the idea of a Human Library in 2000 at a music festival in Roskilde, Denmark. The tremendous response inspired one of the creators to extend the idea further by founding the The Human Library Organization. Today, the NGO organizes independent events in 80 countries, including Israel, Tunisia, Russia, India, Singapore and the Philippines. In 2017, the first ever Human Library™ TV show was created in cooperation with the Danish broadcaster TV2 Lorry and featured for six weeks.

Many organizations have recognized the potential of the Human Library concept and adopted it for their own events. In 2003, the concept was part of the Youth Promoting Human Rights and Social Cohesion program sponsored by the Council of Europe.

The Human Library Organization has established so-called book depots in several cities. The first permanent library opened in 2006 in Lismore, Australia.

Local organizers are obliged to pay licensing fees when setting up a Human Library. These fees allow the NGO to remain independent of public funds and donations.

What makes the project unique

Don't Judge a Book By its Cover! – The Human Library makes it possible to break down social barriers by offering a safe and positive space for direct and open exchange.

Key implementation factors

- **Personal contact:** The Human Library establishes direct contact between "readers" and human "books" in the form of a bilateral conversation. People are confronted with their own prejudices in dialogue with their counterpart while individual narratives are shared.

- **Open discussion:** Human Libraries are explicitly about breaking down prejudices and dismantling discrimination. "Readers" are encouraged to openly and directly address their own prejudices and stereotypes.

Safe and neutral platform: The Human Library offers a neutral framework for conversation that has a time limit and is non-binding for both "book" and "reader." Much care is taken in the mediation process between "readers" and "books" to ensure that there are no destructive intentions on the part of those who assume the role of a reader.

3.3.2 Flemish Theater in Brussels

Actor:	Koninklijke Vlaamse Schouwburg in Brussels (Royal Flemish Theater, KVS)
Project duration:	since 2001 | www.kvs.be/en
Target group:	Residents of Brussels and the surrounding area

Starting context

As the capital of Flanders, Belgium and Europe, Brussels has a very heterogeneous population, both linguistically and culturally. Home to Flemish and Walloon Belgians, the Brussels metropolitan region also counts staff members from the various European institutions, immigrants from the former Belgian Congo colony, former guest workers from Morocco and Turkey, refugees, international students, and many others among its residents.

Objectives

Working within a culturally diverse urban society whose members don't necessarily share a common background, the Royal Flemish Theater (KVS) aims to provide an intercultural platform that brings together Brussels residents' diverse languages, voices and stories. The theater's vision is to serve as an institution with which all citizens of Brussels can identify.

Implementation

In 2001, the theater transformed from a traditional municipal theater serving Brussels' Flemish middle class into a meeting place for all the city's residents. As a key element of its mission, the KVS seeks to include the voices of minorities who have comparatively limited access to the city's cultural landscape (for example, through community meetings held in cooperation with local organizations, online blogs, and interviews with citizens) and to integrate these voices into the theater's stage works.

Instead of a single artistic director, a team of eight people with varied cultural and professional backgrounds are tasked with making the theater's artistic decisions through consensus, choosing specific content that depicts the challenges and opportunities of urban life for each play. Performances can take a wide variety of forms. For example, one work may be a choreographed dance piece with performers representing various societal groups, and another a presentation by a French-Moroccan philosopher and kickboxers about the significance of the Koran in urban societies. Due to the heterogeneity of its program, the theater does not have a fixed company; rather, it works with a pool of freelance artists who themselves reflect the city's diversity. Ordinary Brussels citizens also play an on-stage role in many performances (Lamrabet; Kuyl 2011).

Impact and reach

The KVS has deep roots in the city's cultural landscape, as well as strong local, national and international connections. The theater has developed a strong global reputation through cooperation and exchange with international artists, stage ensembles and theaters from around the world. It maintains intensive partnerships in the Congo and Palestine, among other locations.

Moreover, the plays that it develops in close consultation with Brussels residents also successfully reach audiences that are not otherwise frequent theater attendees.

The MAXIM Theater in Zürich and the Arsenaal Lazarus Theater in Mechelen also pursue similar approaches, deliberately staging pluralistic themes as a contribution to communal life in a heterogeneous urban society. The latter institution produced in 2017 a seven-part show, "The Life of Mechelen," in which Mechelen citizens gave audiences a deeper understanding of the city's diversity by offering their own personal stories and experiences.

What makes the project unique

The KVS sees itself neither as a theater for the Flemish middle class nor as a theater for migrants. Rather, it regards itself as a theater for the entirety of Brussels' society, which promotes a deeper understanding of cultural diversity.

Key implementation factors

- **Theater as an element of the society:** The KVS sees itself as an element of Brussels' culturally diverse society.

- **Changed management structure and involvement of residents:** The program is determined not by an artistic director but takes instead the wishes of local Brussels residents into account.

- **Varied program:** Taking a multiplicity of forms, the plays in KVS's program address a variety of issues associated with communal life in a culturally diverse city.

3.3.3 More than One Story, a card game in Swedish municipalities and worldwide

Actor:	The city government of the Swedish town of Simrishamn
Project duration:	since 2012 | www.simrishamn.se/mtos
Target group:	All residents of a town/city

Starting context

In the fall of 2011, Swedish television aired a speech by Nigerian author Chimamanda Ngozi Adichie. She argued that our opinions about other individuals, peoples or countries are based on too little information, and indeed often only on a single personal story or generalizing narratives. Adichie additionally called on us to reconsider the foundations of our opinions, saying that we needed to hear more of one another's stories in order to prevent segregation, prejudice and xenophobia.

Objectives

Inspired by the speech, the local-government department responsible for cultural and leisure issues in the Swedish town of Simrishamn designed the More Than One Story card game, which promotes curiosity, understanding and respect between people of different ages, origins and cultures.

Implementation

The game consists of 50 cards. Each card contains an invitation to tell a personal story, for example about something the person is thankful for, a childhood memory or an unfulfilled dream. The players take turns drawing a card and tell their own stories or listen to those of other players. The game is intended to build bridges between people and help people to understand those with different backgrounds.

The interests and perspectives of people of different ages and different cultural backgrounds are meant to be a part of the game. To this end, the question-creation process involved a broad range of people, including secondary-school and university students, primary and secondary-school teachers, librarians, older residents and refugee children.

Impact and reach

The impact of the game can be summed up simply: Through play, tolerance and open-mindedness toward others arise in the place of anxiety and prejudice.

The municipal government financed the idea's development and implementation, as well as the game's distribution. All 1,000 of the printed card games were sold by the end of the first month. Since that time, the project has become self-supporting through sales and licensing fees.

The game is used in more than 100 municipalities in Sweden (for example, in schools, youth centers, NGOs, etc.), but has also made waves internationally. In 2014, it was honored with the Intercultural Innovation Award by the United Nations Alliance of Civilizations and the BMW Group. The United Nations has actively promoted the game's use since that time. In 2015, it was among the finalists in the Council of Europe's international Diversity Advantage Challenge competition.

The card game is today available in 20 languages and in many countries around the world. Other countries and partner organizations can customize the card's questions following an extensive test phase. New partner organizations are continually being sought for distribution in new countries.

What makes the project unique

The game's simplicity has brought it international success. Instead of asking for personal opinions, it seeks personal stories, experiences and emotions, which build bridges between people of different origin and cultures.

Key implementation factors

•   **Simple idea:** "More than One Story" can be played without considerable expense or effort, is easy to understand, and can be used in different group sizes, combinations and contexts.

•   **Involvement of all community members:** Many residents of the town of Simrishamn – from young to old, from long-time residents to newcomers – helped develop the game's questions. As a result, the questions address a wide variety of perspectives and interests.

•   **Discovery of commonalities:** The questions are chosen so that the players can discover similarities through their emotions.

3.4 Fostering a diversity of talent

In order for cities to compete favorably in the global race to attract qualified talent, diversity should be understood as a driving force of prosperity and innovation. Creating an open environment in which no one is excluded from the labor market and residents can thrive in a manner that is consistent with their qualifications and interests is equally important. Cities must therefore fundamentally reassess traditional ways of doing things and routines in the public and private sectors and develop new means of actively promoting a diversity of talent.

DiverseCity onBoard seeks to achieve a higher level of diversity among executive-level staff in the public and nonprofit sectors in Canadian cities through so-called matching programs. The NGO known as MINE in the region of Skåne in southern Sweden informs companies about the economic benefits of a diverse workforce, thereby connecting them with international specialists and executives. In U.S. cities, Upwardly Global supports highly qualified immigrants make the transition into the labor market and secure jobs commensurate with their qualifications.

3.4.1 DiverseCity onBoard in Canadian cities

Actor:	DiverseCity onBoard, Ryerson University
Project duration:	2008 – present | http://diversecityonboard.ca
Target group:	Underrepresented communities, nonprofit organizations, administrative authorities, corporate boards and committees from DiverseCity network cities

Starting context

Canadian cities are rich in cultural diversity. However, this extraordinarily diverse societal composition is not reflected within the ranks of those holding leadership positions. In Toronto and the surrounding area, around half the population belongs to one of the so-called visible minorities – yet members of such groups hold only 13 % of the metropolitan region's leadership positions (DiverseCity onBoard).

Objectives

The goal of DiverseCity onBoard is to improve the quality of leadership in the public and nonprofit sectors by increasing diversity. The initiative aims to fill leadership positions in a way that reflects the heterogeneous composition of Canada's society, thus helping to further solidify diversity as a fundamental value of a communal society.

Implementation

DiverseCity onBoard supports organizations in assembling strong, efficient and diverse management boards. This is based on the cornerstone activities of training and candidate matching. Online leadership-training courses (focusing on legal, financial, risk-management, strategic and diversity issues, for example) are offered through an online campus. The matching program aims at specific placements, introducing qualified candidates from underrepresented groups to nonprofit-organization and public-sector management boards and committees.

The leadership-training programs require payment of a fee, and are open to all private individuals as well as NGOs, public agencies and management-board members. The candidate-matching programs, by contrast, are set aside exclusively for underrepresented groups and NGOs, public agencies and management boards

from cities in the DiverseCity network. The offer is oriented toward the indigenous population and other underrepresented migrant groups, as well as LGBT (lesbian, gay, bisexual and transgender) persons and people with disabilities. DiverseCity onBoard is financed through the course fees as well as through public funding.

Impact and reach

The DiverseCity onBoard idea was originally proposed by the Maytree Foundation and is now a part of the Global University Exchange Institute at Ryerson University. Initially aimed at the Greater Toronto Area, the program is today active in seven Canadian cities. DiverseCity has built a network of 800 organizations and 1,800 individuals. Around 1,450 board positions have been advertised through DiverseCity onBoard, with around 700 successfully filled. During the project's first three years, leadership diversity within the administrative districts with the highest share of visible minorities rose by around 8 %.

DiverseCity explicitly encourages others to emulate the concept. A network of 30 cities, including Berlin, Cologne and Stuttgart, has been established to discuss possibilities for transferring the idea to other localities. DiverseCity was honored with a second-place prize in the 2011 Intercultural Innovation Awards.

What makes the project unique

The program is simple in its implementation, scalable and transferable worldwide.

Key implementation factors

- **Diversity as an advantage:** Rather than emphasizing barriers, the program focuses on the advantages of leadership-level diversity for a city's development.

- **Online solutions:** The online campus facilitates a broad range of online training-program offers, all of which are location-independent and scalable.

- **Network building:** In order to be able to introduce a pool of suitable employers to potential leadership candidates from underrepresented groups in the matching program, the organization created a network of 800 NGOs, agencies, management boards and committees.

3.4.2 MINE – Mentorship Inspiration Networking Education in the Skåne region

Actor:	MINE (NGO)
Project duration:	since 2003 | http://mine.se/english/about-us/
Target group:	Employees and companies

Starting context

Thanks to immigration, the cultural diversity of the workforce in southern Sweden has increased significantly over the last decade. At the same time, the local economy has become far more international. The local companies need creative and highly skilled employees in order to ensure that their internationally oriented businesses are competitive.

Objectives

In 2003, company representatives from the Skåne region in southern Sweden founded the MINE NGO in partnership with the city of Malmö, Malmö University, and the Malmö FF football club. MINE's goal is to trigger processes of change within companies and public institutions, helping them become more open to cultural diversity. The ultimate vision is that people will be hired on the basis of their skills,

and differences related to origin will no longer play a role.

Implementation

MINE advocates for the economic advantages of a culturally diverse workforce through speeches, conferences and workshops for companies and organizations in various sectors, and helps participants reflect on the diversity of their own organizations. The events are sometimes open to all, and sometimes reserved exclusively for member companies. MINE ambassadors commit to working actively for more diversity in the working world, whether in academia or the public or private sectors.

The organization also offers supervised sessions in which executives are given feedback on their leadership skills, along with practical tools they can use to promote diversity more effectively.

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MINE also maintains a mentoring program that connects experts in various professions with applicants interested in preparing for a career in these fields. Companies can have MINE train their employees as mentors. MINE has also built an applicant database to facilitate the matching process.

The NGO is financed through membership contributions and fees for its speeches and consulting services.

It actively uses social media such as Twitter for its communications, with the hashtag #diversifyordie. Behind this tag is the conviction that "…businesses who don't diversify will stay the same and slowly die" (Nour 2017).

Impact and reach

With around 75 member companies in various sectors such as Ikea, Ikano Bank, E.ON and PricewaterhouseCoopers International, as well as organizations and institutions including International Minds and Malmö and Lund universities, MINE has become the largest company network in southern Sweden. In total, MINE's members employ around 450,000 individuals. A total of 1,820 executives have participated in MINE workshops to date (MINE).

What makes the project unique

Diversity is communicated as an economic opportunity or even a condition of survival for companies.

Key implementation factors

- **Economic advantage:** The project focuses on the advantages companies can gain from a diverse workforce in a changing and globally networked economy.

- **Intersectoral exchange:** The intersectoral network provides members with new perspectives and ideas.

- **Acquisition of well-known companies:** MINE attracted internationally known companies early in its development, with some taking seats on the organization's executive board. This increased the network's prominence and appeal for others.

3.4.3 Upwardly Global in U.S. cities

Actor:	Upwardly Global (UpGlo) (NGO)
Project duration:	since 1999 | www.upwardlyglobal.org
Target group:	Immigrants and businesses

Starting context

U.S. cities are constantly looking for skilled workers. And yet, the United States records almost two million immigrants with academic degrees who are underemployed. Immigrants face considerable barriers to successful labor-market integration as their foreign qualifications need to be recognized and transferred, they have to learn a foreign language and they also must familiarize themselves with cultural differences.

Objectives

The aim of the NGO known as Upwardly Global (UpGlo) is to enable qualified immigrants to arrive in the United States, transition smoothly into the U.S. labor market and thereby receive recognition for their economic contribution. In order to achieve this goal, UpGlo is building an infrastructure that helps highly skilled immigrants pursue their careers in the United States.

Implementation

UpGlo's activities are aimed explicitly at their target group of highly qualified immigrants, whereby the focus is on training and matching. UpGlo also targets companies with awareness-raising activities and diversity sensitivity training. The Job Seeker Service Program offers online courses that train participants in targeted job application. In addition, each participant is provided with a volunteer personal coach employed in a similar field. The prerequisites for participation in the course are a residence permit, a Bachelor's degree (minimum) and several years of work experience.

The Employer Network Program helps employers integrate diversity objectives into their hiring practices and corporate culture. It matches potential employers with immigrants seeking jobs, thereby creating a comprehensive database. In the process, UpGlo works very closely together with businesses, civil society actors and educational organizations. State actors are also involved.

In addition, the organization lobbies to promote legislation that improves immigrants' participatory opportunities. UpGlo is financed by grants from its corporate partners as well as

from donations. It achieves a total annual sum of $6 million. Participation in the program is free of charge.

Impact and reach

UpGlo now has roughly 50 employees, a network of 2,500 volunteers and 300 partner businesses. Job-seekers come from 169 countries. In five U.S. cities, roughly 11,000 people have undergone additional training, and 4,800 immigrants have found a job commensurate with their qualifications.

At the moment, UpGlo is active exclusively in the United States, with offices in San Francisco, Chicago, New York, Detroit and Silver Spring. An expansion of the program (for the "refugee" target group) is in the works for Germany.

What makes the project unique

UpGlo has a well-defined goal and a limited target group. Their resource-oriented approach emphasizes and publicizes the (economic) advantages on both sides.

Key implementation factors

- **Clearly defined target group:** UpGlo is aimed exclusively at highly skilled immigrants. The project's participation requirements (e.g., residence permit, a Bachelor's degree, work experience) make it attractive for businesses to get involved and ensure high matching prospects.

- **Voluntary support from professionals:** The project's volunteer coaches are themselves active on the job market and are familiar with what is most important when applying for a job.

- **Online solutions:** The Job Seeker Service Program is based on online courses and thus available from any location, which allows for rapid scalability.

3.5 Communicating diversity

Two key factors involved in fostering cohesion within a community are the perceptions held by its members and the understanding they have for each other. In order for cultural diversity to be valued as an integral component of a city, this diversity must be made intelligible and communicated effectively to its residents. Local newspapers, television, social media and even public events play a key role here. They are important platforms for providing and acquiring fact-based and culturally sensitive information about different cultural backgrounds, ways of life, similarities and dissimilarities.

In the television series "Next Door Neighbors" and "Storytellers" produced by Nashville Public Television (NPT), the leading roles are played by Nashville residents with different cultural backgrounds. By telling their personal stories, they help to build understanding and a closer relationship to those who have lived in the city for longer. The opening ceremony of the Olympic Games in London aimed to feature a culturally diverse British population and thereby strengthen a sense of belonging for everyone. For its part, the Multicultural Advisory Group in Leicester advised local media on how to engage in culturally sensitive reporting.

3.5.1 Next Door Neighbors and Storytellers in Nashville

Actor:	Nashville Public Television (NPT)
Project duration:	since 2010	https://ndn.wnpt.org/documentaries/ Next Door Neighbors, Storytellers
Target group:	Nashville residents

Starting context

Many medium-sized cities in the United States are experiencing a sharp increase in the number of international residents. However, these new communities often live in isolation, with their cultures, stories and experiences remaining largely unknown to long-term residents.

Objectives

The goal of the TV series "Next Door Neighbors" and "Storytellers" is to give immigrants in Nashville a voice and an opportunity to tell their personal stories. The TV shows aim to promote a sense of understanding and openness to the different cultures present in Nashville.

Implementation

"Next Door Neighbors" is a TV series produced by Nashville Public Television (NPT). In 30-minute documentaries, the lives, experiences and achievements of Nashville's immigrant residents are featured from the perspective of the immigrants themselves. NPT works together with immigrant communities and migrant organizations. The production is financed by the Nissan Foundation, among others. One of the documentaries tells the story of residents in the Egyptian community, some of whom came to Nashville through the Green Card Lottery with the hope of living a better life in the United States. Other documentaries portray people from Bhutan and Sudan, some of whom came to Nashville as refugees and were confronted with the challenge of adapting to a completely foreign lifestyle.

The joint project "Next Door Neighbors Storytellers" builds on the TV series. With the help of workshops and technical equipment, individuals are empowered to shoot their own roughly five-minute videos. For example, the protagonists in these videos might talk about founding their company, the food in their home countries, the flight from their home country and their lives in Nashville. NPT also organizes digital storytelling workshops at schools and community centers. The project receives financial support from the Corporation for Public Broadcasting and various foundations.

Impact and reach

To date, a total of ten documentaries have been produced as part of the "Next Door Neighbors" TV series alongside several videos in the "Next Door Neighbors Storytellers" format in which people talk about their culture, their experience with learning English, having to rebuild a new life or their flight journey.

The documentaries "Little Kurdistan" and "USA and Somali" received Regional Emmy Awards in 2008 and 2009. In 2012, "Next Door Neighbors Storytellers" received the National Educational Telecommunications Association Award in the category "Non-traditional Community Engagement."

What makes the project unique

These documentaries and shorts focus on new immigrant residents as individuals with unique yet universal experiences. This approach allows long-time residents to get to know their new neighbors more personally.

Key implementation factors

- **Storytelling:** By telling personal stories, a connection is created between audiences and protagonists, thus fostering intercultural understanding among the residents of Nashville.

- **Networking:** Close cooperation with immigrant communities and organizations gives the producers access to interested and interesting storytellers.

- **Professional support:** Digital storytelling workshops and professional equipment help to create appealing and exciting narrative videos.

3.5.2 Summer Olympics Opening Ceremony in London

Actor:	London organizing committee for the Summer Olympic and Paralympic Games, director Danny Boyle
Project duration:	27 July 2012	www.opendemocracy.net/ourkingdom/sunder-katwala/island-story-boyles-olympic-opening-was-irresistibly-british
Target group:	British and international audiences

Starting context

In 2012, London – one of the most culturally diverse cities in the world – hosted the Summer Olympic Games. The games took place against the backdrop of an increasingly divided society: on the one hand, there was rising unemployment and a lack of prospects, especially for youths with immigrant backgrounds; on the other hand, bankers were making huge profits in an era marked by recession. This led to enormous social tensions that were threatening the cohesion of British society and the idea of British multiculturalism.

Objectives

The goal of the Summer Olympic Games opening ceremony in London was to strengthen the cohesion of British society and to portray the positive history of a country that is tolerant, fair and proud of its diversity.

Implementation

The four-hour opening Isles of Wonder ceremony was elaborately staged by Academy Award-winning director Danny Boyle. It showcased numerous highlights in British history from the Industrial Revolution to the founding of the National Health Service, all the while emphasizing the constant transformation of British society.

The ceremony portrayed Britain's history of immigration (embodied by the Empire Windrush ship) as a deeply positive contribution to the rich mosaic of diverse identities that make up contemporary British society.

Sir Tim Berners-Lee, the British inventor of the World Wide Web, was on hand to tweet the words "This is for everyone," which were then projected onto the stadium stands, thus inviting everyone watching to participate in the games.

In addition to performances by prominent British figures and celebrities, such as the Queen, Mr. Bean and James Bond, the ceremony explicitly addressed the theme of cultural diversity in a series of performances, including the hymn Abide by Me by Scottish Soul and R&B singer Emeli Sandé and a contemporary dance piece featuring Akram Khan, an English choreographer of Bangladeshi origin.

Impact and reach

The opening ceremony of the 2012 Summer Olympic Games in London was one of the most popular TV events ever in the world. Almost one billion people across the globe watched the show on television; with 27 million Brits watching on the BBC.

In the course of the subsequent Olympic Games, The Guardian conducted a poll inquiring into attitudes on cultural diversity. Some 84 % of respondents agreed with the statement that the opening ceremony was a good advert for UK art and culture (Caines 2012).

What makes the project unique

An international sporting event was used to address societal debates about belonging, identity, opportunities and fears in a culturally diverse society while promoting an image of cohesion in diversity as an essential part of British identity.

Key implementation factors

- **The event held tremendous symbolic power:** The opening ceremony of the Olympic Games guarantees a high level of media attention around the world.

- **Promoting a positive image:** The opening ceremony emphasized optimism and a sense of belonging that were underscored by a wide range of traditional and modern artistic performances in which all viewers could see themselves reflected.

3.5.3 Leicester's Multicultural Advisory Group

Actor:	Multicultural Advisory Group (alliance of local stakeholders)
Project duration:	Launched in 2001 (currently inactive)	http://media-diversity.org/en/additional-files/documents/b-studies-reports/SMD_Initiatives/Leicester_Multicultural_Advisory_Group.pdf
Target group:	Leicester residents

Starting context

Leicester is one of the most culturally diverse cities in the United Kingdom. In 2000, when public statistics forecast that Leicester was likely to become one of the UK's first majority-minority cities, it attracted nationwide attention. In the lead-up to elections in 2001, the subject of immigration and diversity became the focus of debate and was instrumentalized in particular by right-wing parties (Media4Diversity).

Objectives

In 2001, conscious of the responsibility of local media in covering the election, the former publisher of the local daily paper, The Leicester Mercury, launched the Leicester Multicultural Advisory Group, which was comprised of leaders drawn from the city and the Leicestershire region as well as representatives of religious communities, commerce, the police and other stakeholders. The group's goal was to provide objective coverage of the city's cultural diversity and to avoid sensational journalism and a one-sided focus on issues such as immigration and asylum-seekers.

Implementation

The Multicultural Advisory Group met at least once every two months to develop solutions to current challenges relating to media coverage and public awareness of cultural diversity in Leicester. This included, for example, the correct use of cultural terms in the media and public debate, the representation of cultural communities in public discourse, encouraging Leicester's sport clubs to emphasize the cultural diversity of their teams and a call for a peace vigil after the attacks on the London Underground in 2005.

Most importantly, however, the advisory group assisted the local media, including BBC Leicester, as well as local radio stations and The Leicester Mercury in their efforts to provide coverage that took into account the interests of all communities. Daily columns gave readers the opportunity to better understand sociocultural and religious differences, customs and conflicts, while also encouraging them to comprehend news items within an overall context. The group also invited guest speakers to talk about select issues and discussion points (Carter 2004, Media4Diversity).

Impact and reach

The Leicester Mercury is a regional newspaper sold in Leicester and the counties of Leicestershire and Rutland. According to the newspaper itself, it reaches roughly 48 % of the population, thus significantly more than other daily newspapers (Open Society Institute 2010). According to a report titled "Muslims in Leicester" published by the Open Society Institute, The Leicester Mercury is considered to be a trusted source of information by Muslims and non-Muslims alike. It is also seen as a role model for local and national media in the UK. The paper's objective and culturally sensitive reporting has a positive effect on the social cohesion of cultures in Leicester.

Due to limited resources, the Multicultural Advisory Group is not active at the moment. However, the city's local media continue to provide culturally sensitive reporting that incorporated local cultural communities in its coverage.

What makes the project unique

The close cooperation of actors drawn from politics, media, business and civil society meant that the interests, cultures and opinions of all residents were portrayed in a balanced manner in the newspaper.

Key implementation factors

- **Leadership:** Leaders of religious and cultural groups, the media as well as representatives of public and private institutions assume responsibility and come together to pursue the common goal of protecting Leicester from the dangers of right-wing, populist influences.

- **Broad spectrum of perspectives:** The heterogeneous composition of the group – complemented by their regular guest speakers – made it possible to tackle current challenges and take different perspectives into account.

- **Reasonable time expenditure:** The group's regular meetings made it possible to provide continuous advice to local media while not overburdening the time resources of the group's volunteer members.

3.6 Sharing good practices in city networks

National and international city networks provide important platforms for community decision-makers active in politics, civil society, academia and science. They help cities exchange knowledge and experience regarding good practices by providing a platform for them to discuss new ways of living together in cultural diversity.

The Intercultural Cities Programme (ICC) founded by the Council of Europe in 2008 (www. coe.int/en/web/interculturalcities/) acts as a role model at the European level. It supports cities in their efforts to develop intercultural strategies. The ICC facilitates the exchange of experience and best practices among municipal representatives of European cities while also fostering innovative policy approaches and developing new methods to verify the effectiveness of measures undertaken. As members of the network, cities are given access to international events and workshops as well as advice on the implementation of intercultural policies. In addition, cities are invited to use the Intercultural Cities Index to evaluate their policies and make use of the practical examples and recommendations published on the website to help with their own orientation.

Due to language barriers, the national network known as Red de Ciudades Interculturales (RECI; www.ciudadesinterculturales.com/?page_id=571) was launched in Spain. This network comprises 16 cities and is affiliated with the Council of Europe's ICC program. RECI is supported by the "la Caixa" foundation and by an interdisciplinary research group associated with Pompeu Fabra University in Barcelona. The la Caixa foundation also launched an Intercultural Community Intervention Project (ICI; https://obrasociallacaixa. org/de/pobreza-accion-social/interculturalidad-y-cohesion-social/proyecto-de-intervencion-comunitaria-intercultural/que-hacemos) designed to foster intercultural interaction and social cohesion in 39 Spanish areas characterized by a high level of cultural diversity.

Cities of Migration (http://citiesofmigration.ca) presents local political and civil society actors with a number of instruments and practical examples that can help foster

participation, cohesion and intercultural understanding in four areas: "100 Good Ideas in Integration," the online forum "Conversations in Integration," an e-library as well as "Learning Exchange" webinars. The platform was founded in 2008 and is affiliated with the Ted Rogers School of Management at Ryerson University in Toronto, Canada.

Since 2004, UNESCO's European Coalition of Cities Against Racism (ECCAR; www.eccar.info/en) has worked with cities to design and implement anti-discrimination strategies that have been adapted to fit local conditions. The concept is based on the conviction that racism and discrimination must be combated on-site in the very areas where they first emerge. By joining the coalition, cities commit themselves to carrying out a ten-point action plan: this includes establishing a monitoring system to combat racism at the city level, ensuring equal access to housing and creating public meeting places.

The project known as "Arrival Cities" (http://urbact.eu/arrival-cities) is part of the European URBACT program, which was set up to promote integrated and sustainable urban development and financed by European Regional Development Funds (EFRE), the 28 EU member states, Norway and Switzerland. It addresses the question of how cities can best handle the challenges presented by old and new migration movements and how to best foster the coexistence of different cultures and religions to the benefit of all residents. The members, which include the German city of Oldenburg and the Technical University of Dresden, are committed to seeking out solutions to common urban challenges by networking among each other, by learning from each others' experiences and by identifying and sharing best practices for improving urban policy.

Welcoming America (www.welcomingamerica.org) is a national network that supports U.S. communities in creating an inclusive political and cultural environment. Their goal is to make sure that new arrivals feel welcome and valued and that they are able to participate in the social, political and economic life of their new hometown or community. One-eighth of the U.S. population already lives in a "Welcoming Community."

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Adefioye, Tunde. City Playwriter. Royal Flemish Theater in Brussels – Koninklijke Vlaamse Schouwburg.

Alberts, Wanda. Professor at the Institute for Theology and Religion, Leibniz University Hannover.

Berglund, Jenny. Professor, School of Historical and Contemporary Studies of Södertörn University, Sweden.

Carter, Nick. Former Editor, Leicester Mercury and Initiator of the Leicester Multicultural Advisory Group.

De Torres, Dani. Director of Spanish network for intercultural cities, RECI.

Eisa, Sarah. Actor, Theater Arsenaal Lazarus.

Flütsch, Claudia. Operative Director, MAXIM Theater in Zürich.

Geens, Inge. Theater Arsenaal Lazarus.

Guidikova, Irena. Director, Division World Forum for Democracy Intercultural cities programme, Council of Europe – the Intercultural City Programme.

Grünheid, Peter. IQ Network in the state of Lower Saxony, Arrival City Oldenburg.

Leu, Jane. Lecturer, Management and Social Entrepreneurship, Graduate School of Business Stanford.

Mattizon Armgard, Elisabet. Project Manager, Abrahams Barn, Sigtuna Stiftelsen.

Modood, Tariq. Professor for Sociology, Politics and Public Policy, Director, Centre for the Study of Ethnicity and Citizenship, University of Bristol.

Nechama, Eli. Founder and Principal, Bialik Rogozin School in Tel Aviv

Nour, Magdalena. Operations Manager, MINE, Mentorship Inspiration Network.

Pinyol Jiménez, Gemma. Director of Immigration and Diversity, Instrategies consultancy.

Rose, Lee. Director, Community Knowledge, Community Foundations of Canada.

Rosenblad, Dorothea. Founder, Abrahams Barn, Sigtuna Stiftelsen.

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Conclusion

Six case studies and local projects for living together in diversity

In historical terms, cultural diversity has always been a reality in Germany. Since the recent influx of refugee and migration movements, questions regarding how to deal with this pluralism in society have once again become the focus of considerable public debate. The interaction of people from different cultural backgrounds holds great potential for the development of our society and can be a powerful source of innovation. At the same time, a growing plurality of cultures involves change – and work. We therefore need new approaches to strengthening cohesion in societies undergoing change.

For people, living together in diversity is something they experience in their neighborhoods. Cities and communities therefore face particular challenges in promoting cultural interaction, addressing discrimination and ensuring social inclusion.

In line with the Reinhard Mohn motto of "Learning from the World," the Prognos AG conducted international research that was commissioned by the Bertelsmann Stiftung to explore how culturally diverse environments can be shaped to ensure that all citizens are able to take part in the social and political life of a society while having a sense of belonging and cultivating trust among one another. Through a series of more than 100 interviews and three on-site visits, the research team was able to have a close look at urban strategies and local initiatives with impact on cultural diversity.

The findings of this research are presented in this publication. The six urban strategies featured in the first section – Mechelen, Leicester, Barcelona, Malmö, Toronto and Nashville – clearly demonstrate the importance of fostering interaction between residents in creating positive experiences with living in diversity. Because each city's approach differs in relation to its size, migration history and economic context, there are a variety of potential opportunities for transferring approaches to German cities.

☐ Political leaders in the Belgian city of Mechelen embrace diversity as part of a new urban reality and treat it as a strength to be emphasized. The city emphasizes in particular the development of relationships among its citizens. In order to strengthen social trust, the city administration has focused on a strict security policy that involves early intervention.

☐ The city of Leicester was quick to invest in fostering dialogue between different communities – particularly religious communities – and the city administration.

Leicester was one of the first cities in the United Kingdom to implement a community cohesion strategy. The strategy derives from a vision to create a sense of belonging through interaction and mutual recognition.

☐ Barcelona addresses the issue of interculturality with an official strategy that was developed with citizen participation. Driven by a mainstreaming approach, the strategy has been implemented across all the city's administrative departments and policy areas.

☐ In Malmö, the cultural diversity found among its residents is seen as an organic element of urban society. The municipal administration's pioneering vision of social sustainability aims to provide all residents equal opportunities to participate in the city's economic and social life.

☐ The city of Toronto has branded itself as Canada's most culturally diverse urban area. It demonstrates its commitment to ensuring equal participatory opportunities for all residents by publishing official reports on its performance indicators.

☐ The city of Nashville pursues an urban policy focused on empowering residents to participate in their political, economic and social environment. Creating participatory opportunities for new Americans in Nashville strengthens civil society while building mutual trust and understanding across different communities.

These six case studies show just how important it is that urban public administration, along with other local stakeholders, pro-actively address diversity as an asset. Together, they can communicate a positive vision for the city that recognizes the differences among its residents while emphasizing shared interests and a sense of belonging for everyone.

In order to ensure that interculturality – as the thread that runs through urban policy – delivers long-term impact, a city must take care to include all citizens in developing a comprehensive strategy that specifies clear and measurable objectives. Implementing the strategy and its measures should involve all administrative departments.

Creating urban communities in which people live not in parallel to each other but interact in daily life while ensuring social inclusion involves shared schools, associational activities and cultural institutions in mixed neighborhoods. Interaction and communication are an effective antidote to prejudice. Public spaces and forums provide people of various backgrounds the opportunity to interact, exchange views and create something new – together.

The second section of this publication highlights specific examples of effective projects and good practices in action areas relevant for day-to-day life in an urban context. The actors behind each example range from community associations to education institutions to municipal administrative bodies to citizens' initiatives.

They include, for example, the Building Citizenship program implemented in Canadian cities, which draws on the support of long-term residents who volunteer to welcome new arrivals to the city and help them learn about life in Canada and their rights and duties. There's also the city of New York's official identity card program – IDNYC – which provides all residents, regardless of their official status, access to housing, education, banks the health system and the city's cultural life. In education, the Bialik Rogozin School in southern Tel Aviv has attracted global attention for its intercultural approach to learning

in a culturally diverse context. The Human Library approach transfers the principles of a classical library to interaction between people of different backgrounds who, at first glance, seem to be very different from each other. In the Skåne region of southern Sweden, the NGO MINE is committed to informing businesses of the economic benefits of a culturally diverse workforce. And Nashville Public Television's Next Door Neighbors and Storyteller programs give the city's diverse population a voice in telling their personal stories.

These initiatives and projects are pioneering the way forward in the search for effective solutions for urban life. They also provide informative starting points for those seeking to adapt specific ideas for German cities.

Drawing on the initiatives and projects featured here as well as the insight of experts and practitioners in the publication "Living Diversity – Shaping Society. The Opportunities and Challenges Posed by Cultural Difference in Germany" (Bertelsmann Stiftung 2018), we offer the following ten recommendations in targeting success with living in diversity:

1. Make a clear commitment to demonstrating respect for diversity

Cities need to show clear commitment to demonstrating respect for diversity in urban society. They should seize the opportunity to highlight respect for diversity as part of their brand while strengthening the sense of local identity and community. This commitment can be demonstrated through awards, campaigns, posters and festivals. City governments can also send out a positive message of inclusion by using social media channels or their internet sites to post well-wishes and greetings to various religious communities on important religious holidays.

2. Demonstrate diversity leadership

Cities need admired and respected leaders who act as strong advocates of functioning diversity. Local politicians and mayors, in particular, play a key role here. The stance taken by such leaders sends strong signals to the public. By acting credibly in taking a pro-diversity stance, local politicians foster trust as they set an example for other people and institutions to follow. This begins with municipal administration institutions, which play an important role in demonstrating leadership as both employers and consumers of services. In order to set a good example, these offices should implement hiring practices that are designed to ensure that their staffs reflect the diversity of the city's residents. Knowledge of foreign languages and cultures should be treated as a desired skill. Similarly, public bids and tenders can be used – within the limits of their mandate – to promote interculturality in the public sector.

3. Use strong role models

In addition to political champions who advocate for diversity, we need public role models who embody the sheer normality of living in diversity. These role models can be teachers, youth workers, police officers, football trainers, leaders in theater and other everyday "heroes" of civil society who inspire others to act with courage and respect, thereby building trust in a diverse society. The sustainability of living together in cultural diversity demands broad-based onboarding and the institutionalization of diversity in various fields of action.

4. Target strategic coordination and networking

Diversity should be addressed by all areas of civic policymaking and never be treated in isolation. This kind of vertical and horizontal integration into municipal administration requires coordination and networking across individual administrative units and between the city and those who provide services on the ground. Strategic and coordinated teamwork in areas such as youth work, schools and preschools, neighborhood economic development, housing, security and so on creates the foundation for effective cooperation in which everyone is a stakeholder with a shared objective. It makes sense to establish a coordination headquarters within the city administration that is tasked with developing concrete, measurable objectives and measures that involve everyone, assigning responsibilities and ensuring transparency in marking the successes and failures observed in the implementation of urban diversity strategies. Cities should also share their experiences with intercultural strategies and measures to promote stronger networking.

5. Embrace cultural differences

Different traditions and religions feature different everyday habits, rituals and activities. To cultivate a sense of belonging and inclusion among all residents, cities should promote the active recognition of cultural differences within the framework of our prevailing legal order. This can involve, for example, allowing civil servants to wear a headdress that represents an aspect of their religious identity or accommodating for a variety of burial rituals in municipal cemeteries. At the same time, cities must emphasize the commonalities across its residents in order to promote a sense of shared identity and community.

6. Create public spaces for interaction

Cities should create both physical and figurative spaces that encourage interaction and dialogue across groups. Creating public spaces, such as youth centers or parks, that reflect the varied interests and needs of a community involve participatory urban-planning processes. Neighborhood centers, local libraries and sports facilities are ideal locations for bringing together residents of all types. Professional mediators and intercultural trainers should be engaged to facilitate exchange among residents with different cultural backgrounds and to mediate any conflicts or source of misunderstanding that might arise. Discussion forums can also create figurative spaces for dialogue by creating a platform by which common interests can be identified and differences exchanged. These forums can thus contribute to the peaceful resolution of conflicts. In addition, buddy or mentoring projects can help create the figurative space for cross-cultural exchange in cities. Urban festivals can also foster this kind of exchange. Indeed, participating together in such festivities helps build trust and cohesion across diverse experiential borders, and is effective in battling segregation. Targeted urban-planning measures such as subsidized or low-income housing as well as beautification and revitalization programs for disadvantaged neighborhoods can prove effective in dismantling segregation. Neighborhoods that reflect the social and cultural diversity of a city are central to its sustainability because of their capacity to prevent parallel structures from taking hold as they ensure social inclusion and cohesion for everyone. At the same time, the spatial concentration of culturally similar residents in one area should not necessarily be seen as negative. Research shows that the social networks emerging from such "arrival" neighborhoods can serve a bridge-building function in fostering the integration of immigrant communities into broader society.

7. Promote participation

Cities need to create participatory opportunities for residents. Environments that enable citizens to demonstrate their personal strengths and to find their activities met with respect and appreciation by others foster a sense of community and create value for everyone. The experience of being able to make a difference as an individual and to contribute, for example, to the development of your neighborhood creates ties to the community and a sense of responsibility for this shared space. Participatory processes help ensure that outcomes are accepted because individual needs and expectations are integrated into the process from the start. Formal municipal institutions and committees must reflect the diversity found within a city's population. People with different cultural backgrounds must be able to voice their concerns in city parliaments, councils and committees as well as to participate in roundtable discussions or other forums of exchange between policymakers and civil society if we are to ensure equal opportunity and prevent cultural misunderstanding, prejudice and rumors from taking hold.

8. Ensure social inclusion

Trust and openness toward others requires the fulfilled promise of fair participation in essential social goods and services. The sense of being discriminated against or subject to systemic deprivation helps foster frustration, envy and the search for scapegoats in society. Cities must therefore develop strategies to ensure that everyone has fair access to education, jobs, housing and infrastructure.

9. Ensure safety

In order to ensure lasting relationships of trust, all citizens must feel secure in the public sphere. Essential to maintaining trust in the police and other forces responsible for ensuring public safety is their commitment to act in accordance with the rule of law and never base decisions on cultural stereotypes or through racial profiles. Cultural diversity training should be made a regular part of police work. Recruitment efforts for the police force should be designed to attract people with different cultural backgrounds. Thanks to their cultural knowledge and language skills, these individuals bring intercultural skills with them to the police force. And when the diversity of a society is reflected in its police force, the acceptance of diversity as a normal everyday fact of life is strengthened. Further measures, such as the introduction of patrol officers on foot or bicycles in local neighborhoods, can also help foster trust and strong relationships between the police and local residents.

10. Monitor impact

In order to ensure the long‑term impact of strategies promoting the benefits of living in diversity, cities must set goals and monitor progress. This involves designing projects and measures with measurable objectives that are subject to regular evaluation. Progress and outcomes need to be continuously recorded. Ongoing monitoring provides data that helps us understand intercultural developments in the city. Successes, shortcomings and failures can be identified. By tracking what works and what doesn't, cities can adjust strategies as they go along while creating mutual learning opportunities by engaging in knowledge transfer with other cities.

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