

# Webinar agenda

## Immigrants Wanted! Smart Strategies for Advancing Welcoming Communities and Regional Growth



1. Presentation by Betsy Cohen, The St. Louis Mosaic Project and Anna E. Crosslin, International Institute of St. Louis



2. Presentation by Helena Rojas, Division for Democracy, Human Rights & Intercultural Development, Botkyrka Municipality

3. Q&A Moderated by Kim Turner (Maytree) with Susan Downs-Karkos (Welcoming America)

*This webinar is co-hosted with*

WELCOMING  
AMERICA



▲ *Building a Nation of Neighbors*



Cities of Migration

A Maytree idea

Webinar recording will be available on the website: [www.citiesofmigration.ca](http://www.citiesofmigration.ca)

# ST. LOUIS MOSAIC PROJECT

## REGIONAL PROSPERITY THROUGH IMMIGRATION AND INNOVATION

Betsy Cohen - Director, St. Louis Mosaic Project  
Anna Crosslin - President & CEO, International Institute of St. Louis



ST. LOUIS MOSAIC PROJECT



# Background



ST. LOUIS MOSAIC PROJECT

#STLMosaic

- 150 years ago, St. Louis was the 4<sup>th</sup> largest US city.
- Today, we are 19<sup>th</sup> metropolitan area in US; down from 10<sup>th</sup> in 1970.
- City of St. Louis is so old that it is not part of the surrounding County of St. Louis.
- 9 Fortune 500 corporate headquarters; more than 20 colleges & universities



# Introduction



ST. LOUIS MOSAIC PROJECT

#STLMosaic

St. Louis Mosaic Project mission is to be the fastest growing area for immigrants by 2020.

Why? Immigrants offer high economic and cultural value to any community, especially to St. Louis which will benefit from growth.



# Precipitating Factors



ST. LOUIS MOSAIC PROJECT

#STLMosaic

## Sense of urgency:

- Declining manufacturing sector.
- Seemingly irreversible population loss in urban core and near suburban ring.

## Catalyst for change/the spark:

- Three community leaders with good ideas & connections. They brought authenticity, knowledge and money to the table.
- 2012 Strauss study “Economic Impact of Immigration.”



# Leadership



- Innovation & Immigration Steering Committee formed in 2012; renamed St. Louis Mosaic Project in June 2013.
- Under the auspices of Mayor, County Executive & St. Louis Regional Chamber with their senior leadership serving as co-chairs.
- Committee of 21 are senior representatives from government, business, higher education, and major non-profit institutions, e.g., Metro, CVC, Intl Institute.
- Funded by St. Louis County, Project Director hired in March 2013 to lead implementation & spark community engagement



# Mosaic Project Key Elements



ST. LOUIS MOSAIC PROJECT

[#STLMosaic](https://twitter.com/STLMosaic)

## First Stage

### 1. Community & Immigrant Engagement

- Mosaic Ambassadors,
- Professional Connectors,
- Regional Business Council Mentorship Project





# Mosaic Project Key Elements



ST. LOUIS MOSAIC PROJECT

[#STLMosaic](#)

## 2. Welcoming Initiatives

- Messaging
  - Entrepreneurship
  - Population growth
  - Assets St. Louis has to offer
- Website Development
  - Focus on 11 ethnic communities
- Mobile/Pop Up Welcoming Services





# Mosaic Project Key Elements



ST. LOUIS MOSAIC PROJECT

[#STLMosaic](#)

## Career Paths – Health Care & Engineering

- Immigrant needs: language, cultural & academic support
- Environmental & regulatory assessment
- Capacity Building for employers
- Recruitment of candidates & employers



# Lessons Learned/Recommendations



ST. LOUIS MOSAIC PROJECT

[#STLMosaic](#)

Irrefutable data & broad but well-staged community engagement essential to success:

- Begin with economic arguments, they are broad-based and affect all residents
- Buy-in from highest level community leaders needed from the very beginning
- Consistent messaging is critical
- Use the media & social networking, but have your messaging together first



# Lessons Learned/Recommendations



#STLMosaic

Develop a plan that includes short-term and long-term goals:

- Set a long-term goal...ours refers to 2020
- Include achievable annual goals with accomplishments to be celebrated and to retain media attention
- Work to co-brand related local events and activities to maintain forward momentum



# Lessons Learned/Recommendations



ST. LOUIS MOSAIC PROJECT

#STLMosaic

Secure funding for the initiative:

- Sustained forward momentum is a challenge without professional staff to implement recommendations of high level volunteers
- Additionally, funding is necessary for technology, website development and project infrastructure.
- Inevitably, initiatives will be limited without an ongoing funding source.



# Lessons Learned/Recommendations



ST. LOUIS MOSAIC PROJECT

[#STLMosaic](#)

## Sustaining consensus & forward direction:

- Capitalize on enthusiasm
  - Engage community members in productive but time-limited ways, e.g., Mosaic Ambassadors
- Recruit & train a large group of speakers
  - Present project messages in-person & more broadly through the media
- Frequently update and engage your high level supporters & especially elected officials



**LÅNGT**

**IFRÅN LAGOM**

## **Strategy for an Intercultural Botkyrka - from coexistence to cooperation**

**Webinar November 7, 2013**

Helena Rojas, Director for democracy, human rights and intercultural development.

**[helena.rojas@botkyrka.se](mailto:helena.rojas@botkyrka.se)**



Långt ifrån lagom

## Botkyrka - Demographics

- **Botkyrka – a part of the Stockholm Region**
- **87 000 inhabitants**
- **36,5% born in another country.**
- **15,8 % born in Sweden with two parents born in another country.**
- **162 nationalities out of 193 in the world.**
- **20 % Middle East origin.**
- **5,5% African origin.**
- **Young population.**
- **More than 50 years of migration.**





## Botkyrka's greatest assets

- **Small municipality but is Sweden's leading city on interculturality**
- **Young population – the average age of 37 makes us one of the youngest municipalities in Sweden**
- **Most of Botkyrka's young people are trilingual**
- **More than 100 languages are spoken, and people with backgrounds from all over the world live and work in Botkyrka**
- ***Better* school results than “expected” compared to pupils with the same social conditions in other municipalities in Sweden**

## Botkyrka´s greatest challenges

- **Unemployment**
- **Botkyrka is third lowest income per capital in Sweden (out of 290 municipalities)**
- **Segregation and poverty show a completely unacceptable correlation dividing whites and non-whites regarding income/living conditions**
- **Perception of what "Swedishness" is/how a Swedish person looks like and behave**
- **Fear/insecurity about the concept of Swedish identity**

## STEERING POLICIES

- Intercultural Strategy – The Municipality (Botkyrka), city administration and anti-discrimination (2010).
- Strategy for Democracy and Participation – Equal access to power (2009, in the process of being renewed).
- Annual and three-year political goals defined by the Municipal Council and Committees in charge of different competence fields within the municipality (followed up and renewed every year).

## Practices to achieve Interculturality in the City

- Autonomous Youth Council since 2003 with representatives between 13-22 years old (financed by the municipality and technically supported by civil servants).
- Cooperation between municipal head office and other departments.
- Anti-rumour network (imported from Barcelona 2013). A campaign to stop rumours and stereotypes using facts followed by an open debate.
- Used cultural activities, media, sports (soccer/football) to break down stereotypes.
- **Dilemma workshops (2012) for municipal employees and citizens.**

## DILEMMA WORKSHOP - CONCEPT

- The facilitator and the participants need to have an understanding about the difference between a multicultural and an intercultural approach (coexistence vs cooperation).
- The key challenge of a workshop, designed to identify and start solving intercultural dilemmas, is to create a trusting environment.
- It is also necessary to have a pedagogic workshop leader skilled within the field of interculturality. The facilitator complete group analysis and identifies the next steps after the workshop.

## Examples on dilemmas solved with the concept

1. **The call to prayer from the mosque** – Dilemma: Created a division between different citizens from the local to the national level.
2. **The librarian** – Dilemma: She had preconcieved idea that boys and men with Middle east background were "not treating women on equal terms"
3. **The teacher** – Dilemma: She had a preconcieved idea that the pupil wasn't interested in learning, and wasted opportunities because of the pupil's ethnic background.
4. **The patient** – Dilemma: She didn't want a nurse that was black or a man.
5. **In the swimming hall** – Dilemma: Women with Muslim background asked for woman-only days

## DILEMMA WORKSHOP – PROBLEM SOLVING

Group discussions are used to solve a certain intercultural dilemma always need to relate to four dimensions:

1. Individual responsibility – the employee.
2. Structural responsibility – the municipal administration or organization.
3. A short term solution (in relation to an identified goal or strategy).
4. A long term sustainable solution (in relation to the identified goal or strategy).



## Lessons Learned

- Define objectives: Making the leap from multicultural (coexistence) to intercultural (cooperation) understanding
- Find Leadership: The political leaders, administration, annual steering and follow up.
- Replicate other successful Good Ideas: The Anti-rumour campaign imported from Barcelona.
- **Focus on problem solving: The Dilemma workshop concept.**
- Cooperation across departments and competence fields to solve complex challenges (mosque prayer, culture and planning et c)

**Useful link to European Council/ICC  
presentation on the difference between  
multicultural and intercultural (and other  
ways of handling migration):**

[http://www.coe.int/t/dg4/cultureheritage/culture/Source/Cities/intercultural\\_cities\\_presentation\\_EN.ppt](http://www.coe.int/t/dg4/cultureheritage/culture/Source/Cities/intercultural_cities_presentation_EN.ppt)

LÅNGT  
IFRÅN LAGOM



Botkyrka – Far from average

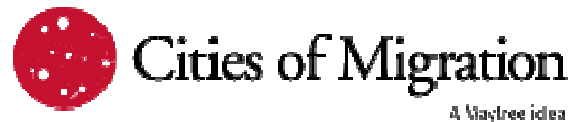


BOTKYRKA  
KOMMUN



# Acknowledgments

## Immigrants Wanted! Smart Strategies for Advancing Welcoming Communities and Regional Growth



- Betsy Cohen, The St. Louis Mosaic Project, US
- Anna E. Crosslin, International Institute of St. Louis, US
- Helena Rojas, Division for Democracy, Human Rights & Intercultural Development, Botkyrka Municipality, Sweden
- Susan Downs-Karkos, Welcoming America, Denver, US
- Kim Turner, Maytree, Toronto, Canada

[www.citiesofmigration.ca](http://www.citiesofmigration.ca)



BertelsmannStiftung



Fundación Bertelsmann