



UNITED STATES

Good Ideas from Successful Cities
Regional Snapshots in Comparative Perspective



MAYTREE
For Leaders. For Change.



Cities of Migration
A Maytree idea

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Welcoming Communities

Over the last 20 years, immigration has brought significant demographic change to cities and towns across the United States. Last year, for the first time in more than nine decades, the major cities of the nation's largest metropolitan areas grew faster than their suburbs. New data on school enrollment shows us that over half (51.1%) of the youngest cohort of children preparing to enter the school system come from America's non-white minorities, confirming America's move towards minority-majority status. Indeed, according to the 2010 Census, 22 of America's top 100 cities – cities like New York, Chicago, Miami, Houston and Los Angeles – have become minority-majority cities, heralding this new demographic milestone.

Nearly 40 million immigrants live in America, making up 13% of the total population and 16% of the labour force. Immigrants are key drivers of the local economy, as taxpayers, small business owners, skilled professionals, and the increasingly important service worker and caregiver. A growing consensus among city, community and business leaders recognizes the energy and economic potential of immigrants and their children, and the contribution and influence of this emerging social and political constituency.

Change on this scale also brings challenges – both to immigrants themselves resettling in a new community, and to longer term residents who may not know their new neighbours or how to adapt to the rapid changes taking place around them. Immigrant integration can bridge this divide, helping immigrants in the U.S. participate fully in their communities, while engaging entire communities across neighborhoods, workplaces and public spaces. Ideally, when two-way integration is working, everybody is enriched by the experience.

As its name suggests, Cities of Migration shares stories from cities that are reinventing themselves for the 21st century, animated by the energy and opportunity that immigration brings. Its new publication, *Good Ideas from*

Successful Cities: Municipal Leadership in Immigrant Integration, and this snapshot report on good practice from U.S. cities shine a light on local government's role in building welcoming communities.

The deliberate focus on local communities is strategic. City governments have a unique capacity to experiment with new approaches and keep a pulse on how their residents are faring. They provide essential services that impact day-to-day living, and can be flexible in designing and delivering those services.

The J. M. Kaplan Fund shares Cities of Migration's interest in identifying, showcasing and replicating good immigrant integration ideas. The ideas described here are practical, field-tested, and transportable from one city to another.

We hope you'll give them wings, and that they'll inspire you to build stronger, healthier communities wherever you live.



Suzette Brooks Masters

Suzette Brooks Masters
Program Director,
Migrations
J.M. Kaplan Fund

About Cities of Migration

Cities of Migration is led by the Maytree Foundation in partnership with international foundations active in the migration and integration field: the Barrow Cadbury Trust (United Kingdom), Bertelsmann Stiftung (Germany), the Tindall Foundation (New Zealand), the Fundación Bertelsmann (Spain) and the J.M. Kaplan Fund (United States). In the United States, the project is also supported by the Carnegie Corporation of New York. In Europe, the project is supported by Open Society Foundations' 11-city At Home in Europe project.

Community partnerships also help sustain our work: The Runnymede Trust (United Kingdom); OMEGA (New Zealand); and the National League of Cities (United States).

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Leading with Ideas

Cities of Migration tells stories about cities that are animated by the energy and opportunity that immigration provides. Whatever their size or history, successful cities are led by innovative, forward-looking local governments that work hard to serve the best interests of the public, including new immigrants. These cities view inclusion and the diversity of the city as core values and assets in today's global economy.

When we embarked on a search for municipal good ideas, our goal was to learn more about the capacity of local governments to use the authority and instruments of public office to accelerate the settlement and integration of newcomers. How can city services, policies and practices help build inclusive communities and contribute to economic resilience and prosperity across the urban landscape?

We learned that cities are uniquely positioned to learn from one another and to adapt and replicate good practice. Whatever the legal and jurisdictional framework, or differences in municipal responsibilities, cities around the world are accountable to their constituents and have a wide range of levers to introduce change – through policy instruments (equality, inclusion, nondiscrimination), as service providers (settlement, education, housing, police, etc.), as employers and diversity managers, and as the drivers of the local economy – from infrastructure and procurement to support for investment, entrepreneurship and small business incubation.

Our main report, *Good Ideas from Successful Cities: Municipal Leadership in Immigrant Integration*, explores these themes through a selection of nearly 40 profiles of municipal practice and policies from cities across Canada, the U.S., Europe and Australasia. In this companion report, ***United States: Good Ideas from Successful Cities***, we present an additional snapshot of municipal leadership and excellence in immigrant integration from cities in the **United States**. Each of these five city profiles includes a selection of related international city practices to encourage comparative perspective and enriched learning.


These can be reviewed in full at www.citiesofmigration.org where the multiple approaches and comparative perspective of the international Good Ideas collection offers inspiring models of city success that are ready to travel and be adapted to your own city of migration.

Acknowledgements

We are indebted to our partners for their international perspectives and contributions, and to the growing network of city and community leaders, experts, practitioners and activists whose practice and daily work are shaping a growing consensus about the importance of immigration to our economic future and why open, inclusive cities are essential to the democratic values we aspire to.

We would also like to acknowledge the local councils and municipal agencies whose leadership is represented in these pages and the important work they are modelling for others locally, nationally and internationally. We thank them for their insights and expertise, and for challenging us all to transform good ideas into effective levers of change.

Kim Turner
Project Leader, Cities of Migration
Maytree Foundation



"Cities are beacons of hope for immigrants.
Immigrants have made important
contributions to our economic future."

Mayor Michael Nutter
Philadelphia, United States

NEW HAVEN, CONNECTICUT

Sending Every Dreamer to College

Scholarships for every high school graduate, regardless of immigration status, creates educational opportunity and a better economic outlook for cities

A college degree is more than just a piece of paper – it is the promise of a future filled with opportunity.

For New Haven Mayor John DeStefano, opening the door to higher education is also the answer to “What makes a city great?” For DeStefano, “The most powerful way that we as a city can organize and envision our future is around the aspirations and potential of our young people.”

New Haven Promise offers scholarships to state colleges and universities in Connecticut to New Haven high school graduates with a B average and good attendance record. Like the mayor’s immigrant-friendly municipal ID card, the Promise is open to all New Haven residents – regardless of immigration status.

Launched in 2011, and run by the Community Foundation for Greater New Haven with funding from Yale University, the Promise aims to encourage students from grade nine onwards to become college graduates while building community and parental engagement. It wants to curb city-wide drop-out rates while building “college-going ambition” in the public school system.

It was a radical proposition in a city with a high school dropout rate of nearly 40%, and where half the students who entered college directly out of high school were no longer registered by their second year.

In 2011, the first 110 high school graduates received scholarships and kindergarten teachers are already organizing a new curriculum that aims at getting their young charges ready for the opportunity ahead.



Its vision goes beyond its investment in young people. New Haven Promise has plans for further educational reform and looks to support local economic development by growing a competitive workforce, increasing home ownership, and attracting new families to settle in New Haven.

Related Good Ideas at citiesofmigration.org

- ZÜRICH, SWITZERLAND

Putting Quality into Multi-Ethnic Schools (QUIMS)

A program for quality assurance in multi-ethnic schools builds academic success and cohesive communities

- TORONTO, CANADA

Taking Teachers on Community and Faith Walks

Inner-city teachers get to know the community by going outside the school

- MALMÖ, SWEDEN

Taking the Swedish National Diversity Plan to School

Exemplary implementation of the National Diversity Plan in Sweden - integration through education

Contact

New Haven Promise

City of New Haven

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www.newhavenpromise.org

CHICAGO, ILLINOIS

Municipal Action on Immigrant Integration

Recognizing immigrants as an important political, economic and social constituency

More American cities and their mayors are recognizing that supporting immigrants is essential to the vibrancy, safety and economic health of their cities. In July 2011, Chicago Mayor Rahm Emanuel announced plans to open an Office of New Americans, replicating the success of New York City's Mayor's Office of Immigrant Affairs (MOIA) and joining a growing movement that includes Seattle and Houston.

Like elsewhere, Chicago's Office of New Americans aims to act as a hub to connect immigrants to existing services offered by the city, community organizations, private institutions and schools as well as developing partnerships between them.

Some of these efforts include encouraging more immigrant parent engagement with the school system; promoting US citizenship; creating a centralized language access policy for Chicago; increasing access to city, state and federal programs for community organizations; and supporting the Illinois DREAM Act to help improve the higher educational opportunities for the children of immigrants.

Led from within the mayor's office, the city of Chicago will also offer resources to immigrant entrepreneurs in recognition of the fact that immigrants are 50% more likely to start a new business than other members of the community. It is part of Mayor Emanuel's pledge to make Chicago the most immigrant-friendly city in the country.

Emanuel's ambitious stand on immigration reform, together with technical support from New York's MOIA, has already resulted in major steps forward. The city's new Welcoming City Ordinance builds on the vision of Chicago as the most immigrant-friendly city in the country by incorporating



basic protections for undocumented Chicagoans, and the Chicago New Americans Initiative will directly assist 10,000 immigrants gain citizenship in what the Mayor's Office calls the "most comprehensive municipal effort in the country."

Related Good Ideas at citiesofmigration.org

- LONDON, UNITED KINGDOM

Mapping Community Cohesion in Waltham Forest

Community engagement is a council's strategy to deliver social cohesion

- STUTTGART, GERMANY

The Stuttgart Pact for Integration: the Power of Planning

Urban leadership creates an inclusive integration strategy for full community participation

- MARSEILLE, FRANCE

From Hope to Fraternity: Marseille Espérance

Mayoral leadership brings together religious communities to create a forum for dialogue and community mediation

Contact

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SAN FRANCISCO, CALIFORNIA

Everyone Deserves a Bank Account

Local government partnerships provide banking services to the financially excluded

In 2005 San Francisco city leaders learned that 20% of the adult population (and half of the city's Blacks and Latinos) did not have bank accounts. Along with low-income immigrants, many paid steep fees to predatory lenders and cheque-cashing services or became victims of crime because of the large amounts of money they carried or held at home. People mistrust banks for a variety of reasons. For illegal immigrants or those fleeing oppressive regimes, it might be concerns about the need for U.S.-issued identification. For most, it's a matter of basic consumer education.

A bank account is a critical part of financial empowerment. With an account, people save more and can access financial services that are essential for home ownership, business investment or long-term planning. When people are banked, they're in a position to contribute to the overall health of the city. Each time a cycle of financial insecurity is broken, a cycle of growth begins, and every San Franciscan benefits.

In 2006, the city launched Bank On San Francisco to introduce the “unbanked” to mainstream financial services. Participating banks and credit unions allow individuals with no or poor banking history to start low-fee accounts, and gain access to financial counseling, college savings accounts and responsible payday loans. Mexican Matricula and Guatemalan Consular ID cards are also accepted as primary identification.

The city's Office of Financial Empowerment aimed to reach 10,000 “unbanked” families. Today, more than 70,000 accounts are active. Bank On San Francisco's success also attracted national attention. To help other cities start their own programs, the Office of Financial Empowerment partnered with National League of Cities and the James Irvine Foundation to create “Bank on Cities.” More than 100



cities have launched, or started planning a Bank On program.

Related Good Ideas at citiesofmigration.org

- BARCELONA, SPAIN

Innovation, Entrepreneurship and Immigrants

What's good for business is good for new immigrants and entrepreneurs

- LONDON, UNITED KINGDOM

The World in a City: The Olympic Diversity and Inclusion Strategy

Ensuring an Olympic Games for everyone through fair and accessible business

- THE HAGUE, NETHERLANDS

City Mondial: Looking Forward from the Past

Using a multicultural history to support local business development and tourism strategies

Contact

San Francisco Office of Financial Empowerment

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www.bankonsf.org

BROOKLYN CENTER, MINNESOTA

Taking Time for Community Safety

A community-focused strategy helps police contribute to safe, welcoming communities

Suburban cities like Brooklyn Park, Brooklyn Center, Richfield, and Hopkins, Minnesota, are experiencing significant growth in their foreign-born populations. In Brooklyn Center, for example, almost 40% of all students in this multicultural city of 30,000 come from homes in which a language other than English is spoken. The newly-arrived include Hmong, Latino, South Asian, Somali, and Liberian immigrants.

Cultural and language differences present challenges for most new Americans. Understanding the role of police, as well as local laws and customs is an important part of settling into their new homes and neighbourhoods. Local police require cultural awareness and communications support to help bridge this gap.

As a new city of migration, this intercultural impasse prodded Brooklyn Center police to forgo “business as usual” and look for partners to develop a solution. In 2005, Brooklyn Center established the Joint Community Police Partnership (JCPP) with the police department of neighbouring Brooklyn Park and with the support of the Hennepin County government and the Northwest Hennepin Human Services Council. Together they initiated an intensive community assessment involving representatives across the urban region’s different cultural communities to develop a model to enhance communication and understanding between law enforcement and cultural communities.

The JCPP’s strategies include introducing a community liaison officer to promote trust within immigrant communities; providing cultural and language training for police officers; community outreach and workshops known as the New Americans’ Academy that are held in refugee resettlement classes and local community centers; establishing a



multicultural advisory committee for ongoing consultation; and, finally, actively recruiting young “multicultural cadets” to consider a career within the police force.

Since 2005, this program has been successfully replicated in four suburban cities in Hennepin County.

Related Good Ideas at citiesofmigration.org

- CARDIFF, WALES

Language from the Law: The Cardiff E.S.O.L. Police Project

Police build trust through language and skill training programs delivered to new immigrants

- MADRID, SPAIN

On the Front Lines of Integration

Creating confidence in community policing through consultation and local recruitment

- WELLINGTON, NEW ZEALAND

New Zealand Police Finds Engagement with Migrant Communities

Handbook to religious diversity helps police improve relations with minority groups

Contact

Brooklyn Center Police Department

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mdrier@ci.brooklyn-center.mn.us

www.cityofbrooklyncenter.org

NEW YORK, NEW YORK

Project THRIVE: Making the City Stronger

A business plan competition to help immigrant entrepreneurs with small business ventures

Despite language barriers, immigrant entrepreneurs in cities world-wide are posting big dividends for local economies. In New York, immigrants account for 49% of all self-employed workers. So when the city of New York's Economic Development Corporation (NYCEDC) talks about "leveraging the City's assets to drive growth, create jobs and improve quality of life," they have no trouble recognizing immigrants as one of the city's greatest resources.

Project THRIVE is an immigrant entrepreneur support competition "To Help Reach Immigrant Ventures and Entrepreneurs." Launched by NYCEDC in 2011 as part of its mission to "make the city stronger," the competition generates financially sustainable business plans that can address the challenges faced by immigrant entrepreneurs in New York City.

Competition THRIVE invites established non-profit organizations to develop proposals for scalable programs that promote growth opportunities for the city's immigrant entrepreneurs. The plans must address the challenges they face, such as access to credit, financial management, language barriers, and access to business networks and are judged according to feasibility, applicability, scalability, and sustainability.

Partners Deutsche Bank Americas Foundation and Lawrence N. Field Center for Entrepreneurship at Baruch College help anchor the competition in the practical realities of contemporary business practice. Action is the keyword. The plans aim to help immigrant entrepreneurs start, operate, and expand their businesses in New York City.

The first Competition THRIVE received 39 proposals and



in May 2012, the judges awarded the Queens Economic Development Corporation (QEDC) the top prize to expand

their foreign language contractor training program which provides business and marketing consultations, and helps to overcome language barriers to acquire licensing. The pilot successfully targeted Chinese-speaking contractors in Flushing, Queens, and will now expand to include other language groups.

Based on the success of its inaugural year, the City and Deutsche Bank Americas Foundation have announced a commitment to a second year of Competition THRIVE.

Related Good Ideas at citiesofmigration.org

- VIENNA, AUSTRIA

Talking Business in Your Mother Tongue

One-stop shop for immigrant entrepreneurs offers business counselling in many languages.

- HELSINKI, FINLAND

Immigrant Businesses Get a Helping Hand

Supporting immigrant entrepreneurs before problems arise

- MUNICH, GERMANY

Reaching out to Migrant Entrepreneurs in Munich

Recognizing the contribution of immigrant entrepreneurs helps promote small business success and build a network of business leaders

Contact

New York City Economic Development Corporation (NYCEDC)

110 William Street

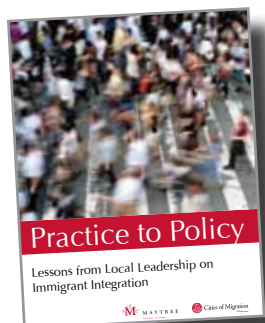
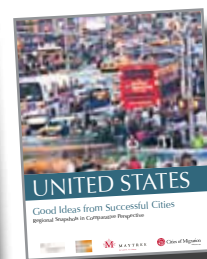
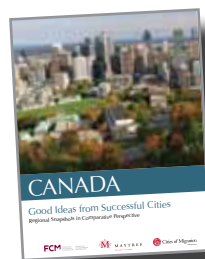
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www.nycedc.com/program/immigrant-entrepreneur-initiatives



In *Good Ideas from Successful Cities: Municipal Leadership in Immigrant Integration*, we share international good practices from cities across Canada, the United States, Europe and Australasia.



Country Snapshots: A series of companion reports offers additional examples of innovation and good practice from cities in selected countries.

Additionally, in *Practice to Policy: Lessons from Local Leadership on Immigrant Integration*, four international experts provide policy insights and recommendations for city leaders and their community partners.

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