



Rochester (MN) Intercultural Profile

October 2020

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Preface

Intercultural Cities (ICC) is a Council of Europe flagship program. It seeks to explore the potential of an intercultural approach to integration in communities with culturally diverse populations. The cities participating in the program are reviewing their governance, policies, discourse, and practices from an intercultural point of view.

As of 2020, more than 140 cities embraced the ICC program and approach, and more than 110 have analyzed their intercultural policies using the Intercultural City Index. Rochester's Index analysis was completed this year and is posted at <https://www.rochestermn.gov/home/showdocument?id=28964>.

This report is based on the index analysis, feedback submitted via email and survey, and the site visit by the Council of Europe's expert team on September 14 and 16 – 19, 2020. The team members were Irena Guidikova, Anne Bathily, Phyllis Brunson, Bob White, and Lisa Tabor. This report should be read in parallel with Rochester's response to the Intercultural City Index questionnaire, posted at <https://bit.ly/2Hap0Em>

Introduction

The City of Rochester is the 3rd largest in Minnesota, located 85 miles southeast of Minneapolis-St. Paul. It sits alongside the south fork of the Zumbro River and encompasses approximately 54 square miles. Nestled in a valley, the Rochester skyline has tall buildings at the city's center with farm fields in the foreground. It has more than 3500 acres of park land and more than 85 miles of paved trails to explore. The city has been frequently recognized by Money magazine since the 1980's as one of the best places to live in the United State, ranging from the « Best Overall » to « Best in the Midwest ».

For thousands of years, native peoples traversed and settled in the area that would become Minnesota. Native peoples came from Upper Mississippi cultures, from the Northern Woodlands and Western Prairies. In the last few hundred years, those most frequently inhabiting this area were the Dakota/Sioux, Ojibway, and Winnebago. The earliest European explorers came to this area seeking a Northwest Passage to the Pacific Ocean. First to arrive were the French in 1660. For the next two centuries, few non-natives viewed the rolling plains and deep valleys of what is now Southeastern Minnesota. Under a treaty with the U.S. government, the Dakota/Sioux Indians relinquished the area, that would include Rochester, to the Territory of Minnesota.

Rochester developed as a stop along the Dubuque trail, a stagecoach line between St. Paul and Dubuque, Iowa. In 1854, George Head and his family laid claim to land that now forms part of Rochester's central business district and named it after his hometown of Rochester, NY. In 1855, the territorial legislature created Olmsted County, declaring Rochester its county seat. The land was incorporated as a city on August 5, 1858.

The city is governed by a mayor and a seven-member city council. It is divided into six (6) wards for

legislative purposes, called the First, Second, Third, Fourth, Fifth and Sixth Wards. Each Ward is composed of compact, contiguous territory and contains as nearly as practicable an equal population based on the decennial census tract populations. There are forty-three neighborhood associations, a large concentration of which surround the downtown area.

Demographics and Population Growth

Between 2000 and 2010, the city's population grew by 20,963 people, with the "minority" (non-White) population making up 20.8% of residents. Rochester's estimated population in 2017 was 112,683 people. That year, the main racial and ethnic groups (native and foreign-born) were White (80.7%); Asian (7.5%); Black or African American (7.4%); American Indian and Alaska Native (0.4%); and Hispanic/Latino of any race (5.8%). Since 2010, population make up has changed as follows: White percentage down 1.3%; Black or African American percentage up 1.1%; American Indian and Alaska Native up 0.1%; Asian up 0.5%; and Hispanic/Latino of any race up 0.6%¹.

In 2017, 13.63% of city residents were documented foreign-born. The racial/ethnic makeup of this group was White (29.4%), Black or African American (23.6%); American Indian and Alaska Native (1%); Asian (36.6%); and Hispanic/Latino of any race (17%). In 2017, 6.38% were foreign-born nationals; non-nationals made up 7.24% of the population (8.4% of whom were from Europe). The United Way of Olmsted County reports 166 refugees arrived in Olmsted County in 2016 directly from overseas, the majority from Ethiopia, Iraq, and Somalia. (The Southeastern Minnesota Interfaith Immigrant Legal Defense organization recently estimated 2,800 people residing in the Olmsted County may be undocumented.)

The U.S. Bureau of Economic Analysis tracks the GDP for the Rochester Metropolitan Statistical Area (MSA). In 2017, the Rochester MSA per capita GDP was \$51,309 (an increase of \$4,042 since 2013). The median household income was \$70,749, on par with the state rate. Mayo Clinic forms the core of Rochester's economy. As of 2016, it employs 34,180 people and draws more than 2 million visitors annually. Excluding the state government, Mayo Clinic is the largest employer in Minnesota. IBM's Rochester campus is one of the company's most important R&D and manufacturing centers. The economy of Rochester is also influenced by agriculture, including Kerry Flavours and Ingredients, a subsidiary of the global Irish company called Kerry Group.

Policy Context

In the United States, city governments are rarely if ever responsible for delivering many of the key

¹ The U.S. Census reports population by "race", "ethnicity", "foreign-born" and "naturalized citizen". All residents (regardless of origin or citizenship) are categorized by race as White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, and some other race. People can report multiple races. People also report ethnicity as of Hispanic origin or not. People of Hispanic origin may report as any race. Citizenship categories are Native, Foreign Born, Foreign Born; Naturalized Citizen and Foreign Born; Not a U.S. Citizen. Native-born minority groups are recognized as the non-White races (Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, and some other race, and multiple races) and people of Hispanic origin, regardless of race.

functions and services explored within this profile. Rather, many of these services are provided by other independent government agencies (such as Olmsted County, Minnesota State, the Rochester Public School District) and private sector organizations (for-profit and not-for-profit enterprises). That said, the city government can build policy and practice within its own powers, which often have a significant impact on outcomes for which others have more direct authority.

For instance, the School Board has direct responsibility for public school policies that include curriculum, interaction, and school desegregation. However, about half of public-school funding comes from local property taxes, which can generate large funding and resource differences between schools. But property taxes are significantly influenced by City policy, among which includes setting zoning regulations that control the type, size, and amount of homes built in different areas. This can segregate communities by income, race, and ethnicity. So, in fact, the City can benefit from understanding how its policies contribute (or not) to creating an overall environment that supports interculturalism and delivers more equitable outcomes.

Commitment

City government has several resolutions expressing its desire to be “a community that welcomes diversity.” In the last few years, the city has amended its Comprehensive Plan, completed this INDEX, and joined the Government Alliance on Race and Equity (GARE), as well as other formal associations. Furthermore, through the 21st Century Partnership, Rochester has made a commitment to creating “a community that welcomes diversity, and that provides a safe, non-discriminating environment with respect and opportunity for all.” Within this Resolution, the city government committed to “infuse and reflect compassion within its policies, procedures and programming including the ‘Planning 2 Succeed: Rochester Comprehensive Plan 2040’ . The Mayor and City Council publicly stated that it would join ICC and complete the Index, and specifically committed to using “the information to determine where we should focus our efforts to improve and how we compare to other cities.” Based on the Index results, the city government is planning to create an intercultural action plan and budget.

Even as the expert team visited Rochester, the city government began to follow through on their plan. On September 21, the City Council and Mayor passed the WELCOME WEEK & INTERCULTURAL CITIES INITIATIVE RESOLUTION (<https://bit.ly/3kC31Un>). They also adopted a budget that includes hiring the city’s first Diversity, Equity, and Inclusion Director. Through this role, the City will design a comprehensive and cross-cutting intercultural strategy to achieve measurable results. Thus, the City has started to set an overall tone for welcoming and inclusion that will better define and fuel its intercultural success. All this infrastructure is critical since we have heard that many initiatives have launched with great “fanfare... then quietly disappeared.”

Other government agencies, the private sector and civil society have made formal commitments toward diversity, inclusion, and racial equity over the years. Many of these efforts are captured and made accessible via the Diversity Beam website (<http://diversitybeam.dmcbeam.org/>) built by private resident, Al Lun. It is wonderful that the City has peers and partners are helping create an environment

for improvement!

Education

Rochester's Education system has many strengths, including:

- Education is supervised by an independent governmental agency: Rochester Public School board and administration, subject to federal and state policies that guarantee integration and quality educational opportunities to children of migrant/minority backgrounds.
- There is a much higher rate of cultural diversity in the school-aged population as compared to the overall population. In the Rochester public schools, 43% of students are non-White (15% are Black or African American, 9% are Asian, 8% are Two or more races, 3% are American Indian or Alaska Native and 11% identified as Hispanic/Latino of any race). In the entire population, only 19.3% are non-White.
- The schools provide a multicultural and intercultural curriculum. The public-school curriculum is focused on traditional cultural exploration and celebration. Middle and high school curriculum introduces multiculturalism and interculturalism in historical and current context with numerous opportunities for examination, expression, and student-led design of activities and projects. Some schools carry out cultural exploration projects.
- Three primary and two secondary schools operate under a "Community School" model which partners schools and other community resources. These schools are focused on parent and whole family engagement. District-wide, engagement with parents is an ongoing strategic focus. Several charter schools in the city explicitly attract and teach to minority population groups, creating broader and richer involvement for parents. (While Charter Schools are still public schools, they operate under different administrative charters.)
- Rochester Public Schools pledged to integrate Culturally and Linguistically Responsive Teaching (CLRT) strategies and conduct training for all certified staff as part of their Collaboration Agreement with Minnesota Department of Human Rights for the purpose of addressing disparities in student discipline rates. The system's Race Equity Advisory Team provides staff support about racism and its negative effects on learning. The Education Minnesota educators union offers training and events on racial justice, including sessions at the Minnesota Educator Academy.

During our visit, the passion and commitment to education excellence for all students was quite apparent. And while diversity in the school system does not reflect the demographic makeup of students within the city's 25 individual public and charter schools, leaders are attempting to mitigate de-facto segregation. One way to do this has been using a lottery system for public school students to enroll in certain "choice" schools. This approach is intended to integrate some schools better socio-economically by using chance to assign opportunity. While this approach has its merits, a strong racial and socio-economic bias has been noted among the families who participate in the lotteries, probably partly due to the lack of awareness among poorer families and families of color of the opportunity and the advantages of charter schools. There was a robust discussion of these perceptions in our Education meeting, but we lacked the opportunity to review hard data that could have provided greater insight.

Ultimately, the reach out of information about the charter schools and the lottery system should be assessed and if needed, specific awareness-raising actions should be undertaken targeting under-represented groups.

Furthermore, the site visit team was not provided data that would clarify to what extent all these education system efforts toward interculturalism are delivering desirable results. It would be helpful for the City and community to have this data in dashboard form so that effective integration programs receive the resources they deserve, that less effective programs are improved, and that any program gaps can be addressed.

Two areas of education that were not examined during the site visit was private schools and post-secondary education. However, in feedback, Lori Carrell from the University of Minnesota-Rochester informed us of their work that includes the ethnic diversity of their student body; Global Connections Living Learning community; the use of the Intercultural Development Inventory (IDI) with all students to advance their intercultural competence; the number of IDI trained administrators within the faculty/staff community; the Co-Lab connection to the IMAA and other local organization advancing intercultural work (with participation by 100% of their students). It would be interesting to explore this – and private school data – more.

Lastly, it was clear to the site visit team that city government must act in alignment with the public-school system to address white flight, de facto segregation (whether intentional or not), and neighborhood attractiveness.

Neighborhoods

The City has some multicultural neighborhoods as well as policies that support diversity in neighborhood composition. One example is the city government's current land use plan. It identifies the critical shortage of affordable housing units in the city as a key issue, and underlines a commitment to building an inclusive community that supports economic, racial, and cultural diversity by (among other things) supporting the Olmsted County Human Rights Ordinance and the work of the Olmsted County Human Rights Commission in implementing the ordinance. The city government clearly recognizes that changes in its demographic makeup (household composition, age, and race) as well as changing lifestyle choices (increased mobility, preference for renting vs. ownership, higher interest in urban living) will shape the housing market in future years. It acknowledges that creating alternative housing options to the city's predominantly single-family housing stock will be critical to meeting future housing demand. Additionally, Rochester knows it will need to increase its supply of affordable and subsidized units through new development as well as providing new market rate move-up units that will open affordable units.

The City also has a policy statement in its comprehensive plan to encourage neighborhood organizations to create a welcoming environment in all neighborhoods for persons of diverse age, ability, race, ethnic, and economic backgrounds. In addition, some City departments encourage interaction within

neighborhoods with programs such as Safe City Nights, National Night Out and New Americans Academy. The City also participates in programs and events hosted by other agencies and private sector organizations.

During the team's visit, we learned about some complicating factors for neighborhood residents, regardless of their race, ethnicity, or culture. These include the existence of trust and psychological/physical safety among neighbors who are similar to them. It is a complex issue for Rochester as different population groups may feel unwelcome or unsafe in parts of the community based on their perceptions of the dominant groups residing there or using that space. The city government has no policy to deal with this.

We also heard of challenges related to accessibility and affordability, especially for renters. While federal, state and regional rules may constrain the City, there are clearly policies and practices local government has authority over that can deliver improvement in these areas (such as zoning).

Public Services and Workforce

Some public services, such as trash collection, are provided by non-governmental entities, so Rochester's strengths in this area are based on a private sector that encourages diverse workforce, intercultural mixing, and competence in its enterprises. In addition, the private sector takes into consideration the migrant/minority and cultural backgrounds of all residents in providing funeral/burial services. While the private sector manages its own actions in diversity, inclusion and cultural competence, their efforts could be magnified through explicit encouragement and direct support from city government.

The government provides parks and recreational facilities with women-only sections and times. And, the public-school system takes cultural needs into account in providing meals and gender-specific sports.

City government (as well as all employers in the U.S. with 15 or more employees) is an "Equal Opportunity Employer". This is a federal requirement meaning all job applicants must be considered without regard to age, race, color, creed, religion, national origin, sex, disability, marital status, sexual orientation, status with regard to public assistance, membership or activity in a local commission. In addition, the city has a military veteran's preference in hiring, awarding extra points to veteran job applicants during hiring consideration.

Business and Labor Market

Rochester's strengths in this area are predominately due to private sector-led initiatives led by local and regional organizations, including Diversity Council, Intercultural Mutual Assistance Association, Chamber of Commerce, Destination Medical Center Corporation (DMC), NAACP, Journey 2 Growth;

Southern Minnesota Initiative Foundation, and the Southeastern Minnesota Workforce Development Board.

Some private sector organizations provide encouragement and support to migrant/minority-owned businesses (University of Minnesota Rochester, Southeastern MN Workforce Development Board, Rochester Area Chamber of Commerce, Southern MN Initiative Foundation, and Diversity Council). In addition, the private sector and city work together on actions that encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors. For instance, the city government has a policy influenced by the state legislation that authorizes the DMC and its economic development efforts. The policy includes provisions that public infrastructure projects (construction projects) completed using DMC funding are to provide opportunities for women and minority owned business and women and minority employees.

The city government also adopted a Targeted Business Enterprise Utilization Plan in 2015 to meet the statutory requirements of the DMC legislation. The plan has workforce employment goals for 4% minority and 6% women and a Targeted Business Participation goal of 4% of the value of each construction project. Bidders must submit evidence demonstrating compliance with and commitment to the minority and women workforce and subcontractor outreach goal or, alternatively, good faith efforts towards compliance.

Besides goals related to DMC legislation, there are no diversity policies or goals for other kinds of city purchasing or vendor workforce hiring.

Cultural and Social Life

Rochester's city departments organize events with a desire to attract and include all residents and visitors, but with no written policy or formal actions around diversity. Other initiatives are conducted by the private sector. Some examples of these include Rochester Farmers Market Market for All, Riverside Concert Series, Thursdays Downtown, and Martin Luther King Jr. (MLK) Day Events. The city government may support these events financially, with in-kind resources and/or with presence of officials. It encourages cultural organizations to deal with diversity and intercultural relations via Discovery Walk, the Meadow Park initiative and funding Diversity Council programs and activities.

Private sector organizations convene on intercultural issues to promote understanding through dialogue, advocacy and engagement. These entities include Community Interfaith Dialogue on Islam, Diversity Council, Regional Social Justice Coalition, and Community United for Rochester Empowerment

The city government offers some information in different languages. For larger projects, it relies on consultants/vendors to engage communities. There is intentional outreach to different groups, but those results might not be as good as we would hope. There are efforts underway to formalize these activities for consistency.

The city could benefit from a formal and written policy and actions encouraging diversity and inclusion in cultural and social life. This would not only ensure inclusion across cultural and leisure activities (including large, citywide events such as the Riverside Concert Series, Thursdays Downtown, and Martin Luther King Jr. (MLK) Day Events) but would potentially provide a level of quality and consistency residents could depend on.

Public Space

Rochester's government encourages meaningful intercultural mixing and interaction in public libraries, parks, and public squares for which it is responsible. The private sector tends to take the lead, even on development such as Heart of the City, which extends and enhances public spaces to create active and engaging experiences for residents and visitors throughout downtown Rochester. RNeighbors Walk provides maps of walking routes to encourage city exploration by foot. Rochester Children's Museum has a new "My World" permanent interactive exhibit coming online. Rochester Art Center provides numerous intercultural and cross-cultural exhibitions.

As part of the planning and implementation of the Rochester Parks and Recreation Department's Master Plan 2015/2016, the city government has been in a year-long process to involve communities and partners with park location, development, and programming. A major vision is to strengthen the links to programs and highlight the arts and culture of diverse communities. Also, for public space downtown the city government partners on the Heart of the City project. East Park was renamed to Martin Luther King Jr. Park. Cascade Park evolved over years of engagement. Work is underway to formalize a community-based naming and renaming policy with a focus on interculturalism. Discovery Square Walk was built with community input. There is intentional outreach to different cultural groups, but those results might not be as good as we would hope.

A novel approach to public space is a "co-design process"² pilot program for the Discovery Walk. It was created to address the social and political barriers (power differentials; lost wages; tokenism; distrust in government, etc.) experienced by low income and migrant/minority community members. The program worked with community organizations to recruit participants, looking for the broadest perspectives and diversity. They found immense value in that this process generated questions and ideas that no one else would have gotten to no matter the time or resources. The pilot was so successful that city government has adopted this co-design process for future public space projects. The Rochester's co-design methodology could be of interest to other members of the Intercultural Cities programme.

Mediation and Conflict Resolution

Mediation and conflict resolution resources in Rochester include private organizations and regional government services. The private company, Mediation and Conflict Solutions, responds to calls for

² <https://dmc.mn/destination-medical-center-creates-equitable-design-process-for-public-spaces/>

service for the (regional) Olmsted County Human Rights Commission. These services include, but are not limited to, the collection of data on calls for service; reporting and providing written reports of human rights activity; providing referral services to callers; and setting up and conducting mediations with trained mediators. Legal Assistance of Olmsted County provides free civil legal services to low income persons. Mayo High School – Peer Mediators; Southern Minnesota Regional Legal Services offers free legal help to low-income and senior citizen (60+) clients in a full range of civil matters. The Diversity Council offers services to the public.

Mediation and Conflict Solutions and Bickford mediation services provides specialized intercultural mediation in institutions like hospitals, police, and Rochester Public Schools. The city government of Rochester Human Resources offers service to its employees. There are other general mediation services and resources that are available within organizations, though not specific to or necessarily prepared for intercultural conflict.

Community Interfaith Dialogue on Islam builds interfaith understanding through dialogue, advocacy, and community engagement. Compassionate Rochester encourages the city and individuals within it to address those issues that cause pain and suffering to members of the community.

One key issue that seems to have emerged more strongly in the U.S. is reparations – repairing the systemic and systematized harm done to indigenous and certain minority groups, especially over time. Our site visit team learned that Mayo Clinic did some official reconciliation work with indigenous populations in Minnesota related to medical treatment and research work.

Language and Multilingualism

Rochester’s city government does not provide any language services, except via the Rochester Public Library, which has publications and collections in 60 different languages. However, other government agencies, such as the public-school system, and by the private sector do provide some of these services to Rochester residents. Rochester Public Schools has the English Learner Programs for about 2,090 “English Learner” K-12 students, which is about 11% of the total student population. Hawthorne Education Center offers English as Second Language. Gage Elementary School and Listos Preschool offer a Spanish immersion programs. At Rochester Central Lutheran School (private), Spanish is a required course grades K-5, and elective thereafter. Rochester Community Education offers Spanish and Japanese enrichment courses.

Multilingualism is an important asset for communities and organisations, having both communication/trust-building and economic value. Multilingualism can be fostered through enhanced language classes at school but also through non-formal learning opportunities such as grassroots language clubs and cafes, multi-lingual official information and displays and multi-lingual cultural performances etc. Rochester should consider supporting such actions through its community association funding schemes or other resources.

Media and Communication

Media and Culture explicitly communicate the city government's public commitment to interculturalism. It is critical for it to find ways to ensure public awareness of the values and to counter xenophobia, hate speech, rumors, and discrimination. That said, the City is currently working on a strategy and process for improving the visibility and image of people with migrant/minority backgrounds in the local media. This includes amplifying what it is already doing with Diversity Council, which the city supports as a media contributor and oversight agency. City government does not have a mechanism for understanding the cultural histories of all resident groups – especially as their experiences intersect with the themes in this profile. This knowledge is critical to better understand the context for people with migrant/minority backgrounds so inclusion in media and communications is authentic, appropriate and represents the full richness of their cultures.

While the city does not run most media, it does have social media accounts it fully controls. The site visit team discussed how this could be used to highlight diversity; to improve the visibility and image of people with migrant/minority backgrounds; to support diverse journalists; to monitor media portrayal (including social media); and to dispel rumors.

As mentioned earlier, the private and civil sectors seem to be taking the lead capturing and reporting the multitude of diversity, inclusion and efforts by Rochester organizations and government. An example is the robust Diversity Beam website (<http://diversitybeam.dmcbeam.org/>) created and run by a private citizen. City government's institutional support of this website might further strengthen its usefulness and ensure sustainability.

International Outlook

The city government has an explicit and sustainable policy to encourage cooperation in economic, scientific, cultural, and other areas agreement with Münster, Germany. The private sector has such policies because they do global business (i.e., Mayo Clinic, IBM, and RST International Airport). The city of Rochester does not have a formal policy. However, it does work in partnership with other organizations and does have a Sister City Relationship with cities in Japan, Germany, China, Nepal, and South Korea. The Mayor of Rochester routinely engages delegations from around the world.

In the private sector, there are exchange programs through Rotary and Mayo Clinic. Sisters of St. Francis has a mission in Bogotá. Rochester Art Center, supported by the city government of Rochester, routinely hosts artists from around the world. Private and other governmental organizations have outreach programs connecting students to community for instance, college hockey soccer players. Rotary exchange students are hosted by families. There are interns through IBM and Mayo Clinic, choral and symphony musicians from around the world are hosted by volunteers. These are private sector activities that engage mayoral participation in events or similar non-monetary supports.

Intercultural Intelligence and Competence

The 2018 City of Rochester Residential Survey helps the city understand the security/safety with respect to people with migrant/minority backgrounds. The Diversity Council conducts a longitudinal Racial Attitudes Survey for Olmsted County and other entities, such as the Community Health Assessment and Planning Process, include such questions as well. This informs policy makers of the public perception of migrants/minorities.

The city government is conducting the Intercultural Development Inventory (IDI) and diversity, equity, and inclusion training for all employees to promote intercultural competence of its officials and staff, in administration and public services. The IDI measures individual cultural competence and provides Individual Development Plans for improvement. Additionally, the city government is a member of the Government Alliance on Race and Equity (GARE) through which team members develop competencies.

While the city collects data and information on its diversity and intercultural relations, it is not clear that the information is mainstreamed and that it deeply informs their local council process of policy formulation.

Welcoming Newcomers

Rochester Public Library is the main source of city-specific package of information and support for newcomers. They offer MN Driver's Manuals in Spanish, Somali, and Vietnamese. resources for Citizenship and Naturalization, Employment and English Language learning. They also host workshops and provide linkage to community services.

The Rochester Police Department offers a New American Academy designed to give residents not born in the U.S. an opportunity to learn about local law enforcement and the criminal justice system. Many civil society groups offer additional resources and welcome supports (IMAA, Diversity Council, Catholic Charities, faith groups).

Rochester's faith institutions have been refugee hosts for more than 40 years. They are increasingly awakening to issues of white savior complex and doing things to and for rather than with others. These ah-ha moments are quite powerful, particularly with small communities.

Leadership and Citizenship

The State of Minnesota bars foreign nationals from running as candidates in local elections. They are also not able to vote in local elections. Because of this there are no elected members of the city's municipal council who are foreign-born.

The city does not have its own independent advisory body but relies on others to voice concerns and advise them on issues. These include Olmsted County Human Rights Commission, Diversity Council,

and Intercultural Mutual Assistance Association (IMAA). These entities cover multiple jurisdictions and purposes on limited resources, so city government would benefit from its own board. That would ensure it is hearing and ultimately addressing the issues relevant to its constituents.

In addition, there is no standard for representation with people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services there is no city government policy to encourage people with migrant/minority backgrounds to engage in city in political life.

There is no city government policy or initiative to encourage people with migrant/minority backgrounds to engage in political life. A private sector program called Ready to Lead, which is supported by Rochester Public Library, recruits, encourages and educates people to serve on civil society and government boards and committees. Other programs include Community Interfaith Dialogue on Islam; and Alliance of Chicanos, Hispano, Latino Americans (ACHLA). More Women On The Move encourages women to run for public office.

Anti-Discrimination

The city government is beginning to carry out systematic reviews of its rules and regulations to root out potential discrimination as a function of its Government Alliance on Race and Equity (GARE) membership, started in 2018. As a participant with GARE, city government commits to examine existing policies, ordinances and all activities performed both publicly and internally. This allows the city to participate in regional and national organizations that address the issue of discrimination.

Rochester's city government is an equal opportunity employer, consistent with federal law. This prohibits specific types of job discrimination in certain workplaces. When a person wishes to file an official complaint about discrimination, they may go to the city's Human Resources department (if they are a city employees); to the Police Department (who could issue a citation); to the Olmsted County Human Rights Commission; and/or to the State of Minnesota Human Rights Department. Olmsted County Victim Services provides education, prevention, and empowerment of individuals, families, and communities impacted by crime.

The city government of Rochester provides monetary funding to the Human Rights Commission, Victims Services (Rochester Police Department), and Diversity Council.

The city government participates in the Government Alliance on Race and Equity, a national network of government working to achieve racial equity and advance opportunities for all. The city government also signed the Charter for Compassion, joining an international, proactive movement. Signatories start by identifying the issues that are troubling the community and need to be addressed through compassionate action. For example, a community may discover a significant issue related to social justice-- for women, for immigrants, or for some other marginalized group.

While the city provides the opportunity to file a discrimination complaint with the Police Department, there is no dedicated service that advises and supports victims of discrimination.

Civic Participation

As a result of the work with the intercultural city program, city government will adopt an intercultural integration strategy, with the intention of having that be the result of a consultation process that includes people with migrant/minority backgrounds.

Some city government departments have independent lists for carrying out civic engagement or other activities. There is no policy governing consistency or centralized use. Civic organizations provide access to lists that align with their own activities. The city government collaborates on an ad hoc basis according to the needs or desires of departments or elected office. There is no policy to do so, and no consistent or systematic process to do so. Collaborating agencies include Somalia Rebuild Organization and others.

The city government has several boards and commissions open to public participation, both for the public to join as members and make decisions as well as attendees to influence those decisions. Meeting information, agendas and minutes are posted to the city government's website, however these are available only in English.

The City Council and Mayor hold issue- and legislation-specific community-based listening sessions, study sessions and hearings. The city government relies on civil sector organizations to help engage migrant/minority backgrounds in decision-making processes. As a function of its GARE participation, the city government will enact an Equity Lens/Toolkit, which typically includes measuring such participation. It will share these resources with other entities, both public and NGOs.

Conclusion and Recommendations

It seems that Rochester's city government does take many actions to promote intercultural interaction, creation and decision-making. These actions are typically ad-hoc and not yet in a manner that is coordinated, systematic, consistent, measurably effective, and from which the entire government organization can learn. So much of what happens in the city is handled by the private sector or other government agencies. In fact, city government can play a much stronger role in supporting the success of people from migrant/minority communities, which will lead to the overall success of the city. The city can take the lead in defining a clear and specific vision for interculturalism that is authentic to its situation, and brings in the (finish here)

A significant, cross-cutting opportunity for improvement is for Rochester city government to build, host and manage a dashboard of data and information across sectors and the areas of interest laid out here. It can look to examples of work implemented by other Intercultural Cities program members as sources of learning and inspiration to guide future initiatives.

Addendum 1. Site Visit Program

Monday, September 14, 2020, 9 – 10:30 AM CET	CONFIRMED: Introductory Meeting with Core Stakeholder Group (Private)	Hosted by the Diversity Council
Monday, September 14, 2020, 2:30 – 3:30 PM CET	City Council Study Session (Public/Recorded) http://rochestercitymn.iqm2.com/Citizens/SplitView.aspx?Mode=Video&MeetingID=3783&Format=Minutes	Hosted by the City of Rochester
Wednesday, September 16, 2020, 9 – 10:30 AM CET	Housing & Neighborhoods Theme (Public) Expert: Anne Bathily	Hosted by Diversity Council
Thursday, September 17, 2020, 5:30 – 6:30 PM CET	Culture & Media Theme (Public) Expert: Bob White	Hosted by Diversity Council
Friday, September 18, 2020, 10 – 11:30 AM CET	Public Services & Business Theme (Public) Expert: Phyllis Brunson	Hosted by City for Health
Saturday, September 19, 2020, 9 – 10 AM CET	Education Theme (Public) Expert: Irena Guidikova	Hosted by Diversity Council

Addendum 2. Expert Team



Phyllis Brunson: Principal and Founder of PRBrunson Group for Upstream Solutions

Washington, District of Columbia, United States Community and systems change through advocacy and voice is the work of my career. Phyllis led the development of CSSP's Customer Satisfaction initiative – an approach developed with Consumers Union, publishers of Consumer Reports. The approach attempts to align the power of residents and other constituents as consumers able to shape local goods, services, and supports made available to them by establishing self-correcting systems of accountability to improve service access, service quality and service equity in vulnerable neighborhoods and communities. She has authored or contributed to documents in the areas of Community Based Results Accountability (CBRA), local governance, community engagement, and community decision-making. She presents regularly at national and international forums and has received several awards and commendations for service and distinguished achievement.



Bob W. White: Professor of Anthropology and Director of the Laboratory for Research on Intercultural Relations (LABRRI) at the University of Montreal, Canada.

He has won several awards for his research on popular culture and globalization. His current research is focused on the dynamics of intercultural communication in cities and he is the coordinator of a multi-sectorial research partnership on intercultural policy and practice in Montreal. Wrote *Intercultural Cities: Policy and Practice for a New Era*



Anne Bathily

Anne works on issues of asylum and social inclusion at national and European levels. She has held senior positions with UNHCR and the European Council on Refugees and Exiles. Her areas of work cover various aspects such as economic, political and civic participation but also resettlement, family reunification or social innovation. Anne Bathily has first-hand experience of refugee situations in various locations and works closely with local and national authorities, NGOs, as well as with grassroots refugee/migrant-led organizations. Together with Dawit Friew, an Ethiopian refugee, she also developed and taught a series of lectures to bring the refugee experience closer to students studying international refugee law at Kent University.



Irena Guidikova: founder of the Council of Europe Intercultural Cities programme
Irena currently manages a team supporting governments, jointly with cities and other stakeholders fostering systemic change in anti-discrimination and inclusion across all types of diversities. She has been working at the Council of Europe since 1994.



Lisa Tabor: founder and president, CultureBrokers LLC

Since 2005, Lisa's company has delivered measurable outcomes on a variety of diversity, inclusion and equity projects for diverse organizations as big as the nation's largest private provider of hospital and healthcare services, and small as a community council with two employees. She specializes in leveraging the power of structural influence to make change smarter, faster and more sustainable. Lisa is also recognized for her work in Saint Paul catalyzing the city's ethnic destination development movement. Lisa is currently adapting the Intercultural City programme for application in the United States.

Diversity has become a key feature of societies today and is particularly tangible in urban centres. While people of diverse national, ethnic, linguistic and faith backgrounds have immensely

contributed to post-war prosperity, inequalities related to origin, culture and skin colour persist, and anxiety about pluralism, identity and shared values is often politically instrumentalised. The challenge of fostering equity and cohesion in culturally diverse societies has become more acute. Cities are uniquely placed to imagine and test responses to this challenge.

The Council of Europe and its partner cities have developed and validated an intercultural approach to integration and inclusion which enables cities to reap the benefits and minimise the risks related to human mobility and cultural diversity. A decade after the start of this work, there is growing evidence that diversity, when recognised and managed as a resource, produces positive outcomes in terms of creativity, wellbeing and economic development.

The Intercultural Cities Programme (ICC) invites cities in Europe and beyond to explore and apply policies that harness diversity for personal and societal development.

The Council of Europe is the continent's leading human rights organisation.

It comprises 47 member states, 28 of which are members of the European Union.

All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law.

The European Court of Human Rights oversees the implementation of the Convention in the member states.

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