



GLOBAL DETROIT

Final Report
August 11, 2010

ACKNOWLEDGMENTS

Less than a century ago, Morris Tobocman emigrated from Lukov, Poland to America without much of a formal education and, most likely, without formal legal status. He would return to Poland, marry his wife Anna, and return to America, settling for a time at the corner of Central and Dix in southwest Detroit. Little could he imagine that both his sons would become renowned architects from the University of Michigan or that his grandson (the author of this report) would end up as the elected State Representative for three terms, including a term as the Majority Floor Leader, the second-ranking position in the Michigan House of Representatives. It is a typical American story of immigration and it helps define a central piece of what makes the nation so economically and politically successful.

I would like to thank the New Economy Initiative, Detroit Regional Chamber of Commerce, and Skillman Foundation for having the foresight and courage to fund the Global Detroit study and to provide unwavering support to me and the process. Immigration has been described as the “new third rail” of American politics. For too long, we have allowed our fears and sensitivities to get in the way of discussing the economic realities behind the issue. Hopefully, the Global Detroit study can shine some new light on immigration and how it impacts the Detroit region.

In addition to the organizations mentioned, I am deeply grateful to John Austin and Richard Herman who have taught and inspired me, as well as provided wisdom in navigating this issue. Greg Handel, Edith Castillo, and Ed Egnatios also provided tremendous support, insight, and patience. Thank you to my research team, including Melissa Garcia, Kate Brennan, Andrew Sokoly, Joe Person, and Kelli Kavanaugh. The support of Thom Costello, David Egner, Ahmad Ezzedine, Sam Singh, and Ed Wolking also is appreciated.

There are more than 35 Advisory Board members who volunteered for this effort and showed courage by lending their names to the project. Some 150 individuals made time to be interviewed. My friends in Cleveland, Philadelphia, and Pittsburgh set the bar very high for hospitality. I hope one day that I can return it.

The study took longer than I anticipated. Over the year, my daughter Nia was born and my Tobocman family was reunited. (The study took me to Cleveland where Morris’ brother Jack had settled, but the different clans had not spoken for more than 50 years until the Global Detroit study brought us together). Detroit hosted four elections, elected a new interim and full-term Mayor, elected a new City Council (five of the nine members are new), and passed Council by Districts.

Meanwhile, the region, state, and nation, while fighting off total economic collapse, struggled with the worst economic recession since the Great Depression. While it took a year to complete, there is still much more to be done. Let this mark the beginning of a new spirit of innovation and entrepreneurship for Detroit, the Arsenal of Democracy.

Steve Tobocman
February 28, 2010



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GLOBAL DETROIT FINAL REPORT

Introduction

“History teaches us that from every major economic crisis, America has emerged stronger, smarter and more innovative—it’s in our DNA...It’s that time again. We must write a new chapter in the story of American innovation...Many people around the country think that our state is broken, done-for, intellectually bankrupt. We all know otherwise. History teaches us that our future will depend on how quickly, and how well, we innovate and adapt.”

-- Patricia Mooradian, President, The Henry Ford
“Advancing a Culture of Innovation”
Address before the Detroit Regional Chamber of Commerce
Mackinac Island Policy Conference, May 28, 2009

Michigan’s Struggling Economy: The Lay of the Land

“Let me be clear: Our world has changed, utterly.
The old Michigan economy is gone.”

Governor Jennifer Granholm
State of the State Address
February 3, 2010

The Detroit regional economy is in the midst of an unprecedented transformation. The regional assets that made Detroit the 20th Century’s leading manufacturing center can no longer be relied upon to create competitive advantages to sustain global economic leadership in the 21st Century. As so eloquently stated by Patricia Mooradian, President of The Henry Ford, the region must develop new competitive advantages to lead in the new global economy.

Unfortunately, we have no time to waste. **Regional unemployment, estimated at 14.4 percent in June 2010, is nearly 150 percent of the national average and the second highest of the 49 metro areas with more than one million people.**¹ Even more disturbing is Mayor Dave Bing’s estimate, supported by economists and experts, that **the real unemployment rate for Detroit is “closer to 50 percent.”**²

The city, region, and state retain some of the nation’s highest poverty rates and are losing population faster than almost any other area of the country. In fact, **Detroit has the highest child poverty rate of the nation’s 50 largest cities, with 46 percent of its children living below the poverty line.**³ The poverty issues are not limited to the city of Detroit. In 2008, more than 40 percent of Michigan students were eligible and received free or reduced federal lunches, up from

30.7 percent in 2001.⁴ Even in Oakland County, the state’s wealthiest county, child poverty rose from 8.6 percent in 2005 to 11 percent in 2008, a 28 percent increase in just three years.⁵

Michigan’s economic woes are not the product of a short-term cyclical downturn in the auto manufacturing sector or the mortgage crisis, but are symptomatic of a more significant

1 While Metro Detroit led the nation in unemployment throughout most of 2009 and 2010, it was recently surpassed by Las Vegas, whose June 2010 unemployment rate of 14.5 percent was 0.1 percent higher than Metro Detroit’s rate. Source is the Bureau of Labor Statistics.

2 Mike Wilkinson “Nearly Half of Detroit’s Workers Are Unemployed,” *Detroit News*, December 16, 2009.

3 www.datacenter.kidscount.org. Annie E. Casey Foundation’s Kids Count Data Center, based on 2008 American Community Survey data from the U.S. Census Bureau.

4 Catherine Jun “Child Poverty, Neglect on Rise in Michigan,” *Detroit News*, January 12, 2010 citing Kids Count in Michigan released by the Michigan League for Human Services.

5 *Ibid.* 6+.

restructuring of the Michigan economy. In fact, **over the last decade, it is anticipated that Michigan will have lost over 1 million jobs, approximately one quarter of all of its jobs.**⁶

The structural weakening of the Michigan economy has had devastating impacts on the state. In less than one decade, Michigan likely will move from a wealthy and prosperous state to one of the poorest. From 1999 to 2007, Michigan residents moved from the 17th wealthiest per capita personal income in the nation to 39th, an unprecedented drop of 22 spots in eight short years.⁷ **It is anticipated that by the time 2009 statistics are available, Michigan will be one of the 10 poorest states in the union, less than a decade after being in the top third!**

These conditions are chasing residents away. As one of only three states to lose population in 2009, Michigan's population has dipped below 10 million for the first time since 2000. The loss of manufacturing and other jobs that are unlikely to return has forced residents to migrate to other states to look for opportunity, a trend that is expected to continue.⁸ Simply put, without some changes, Michigan will continue its decline for some time and may never return to the status it enjoyed for nearly a century as one of the nation's more prosperous states.

Michigan's crisis is not solely the crisis of economic restructuring resulting from a global collapse of auto manufacturing (although with some 250,000 jobs lost in



ANTOINE DUBEAUCLARD

Antoine Dubeauclard was born in Canada, grew up in France and settled in the United States. He's lived in some of the world's most desirable cities, but he made the choice to call Michigan home.

Dubeauclard looks quantitatively at his decision to conduct business in the Detroit area and can tick off the reasons. As president of Media Genesis, a Troy-based web design and development firm, talent is of major concern to his bottom line and here, he finds it. "There are really good schools with a steady supply of people learning new things," he says. "We have a relatively young workforce, and there are educational powerhouses here."

He also cites the potential cross-border collaboration, technical acumen, true seasons and the cost of living as entries in his "pro-southeast Michigan" checklist.

In terms of an immigration strategy for the area, Dubeauclard is of the mindset that the United States in general needs to make it easier for trained immigrants to move here and become citizens. "The ability to do things with our hands is not going to be the competitive edge this country needs to stay ahead," he says. "We need to attract brain power, and we need a mechanism to really embrace people with higher levels of education in this global economy. We shouldn't be afraid to bring in talent from other countries."

Once immigrants are welcomed, they will find their way to Michigan for the same reasons that Dubeauclard did. "Foreigners are not so bent on going to New York or Los Angeles, at the end of the day, a whole lot of people want to be in this country period," he says. "It's not about New York vs. Los Angeles vs. Michigan -- people in all of these places realize that, sooner or later, Michigan is a really good value."

"We have a relatively young workforce, and there are educational powerhouses here."

6 "Beyond California: States in Fiscal Peril," The PEW Center on States, November 2009, pp. 23-24.

7 U.S. Dept. of Commerce, Bureau of Economic Analysis. Released October 2009.

8 Mike Wilkinson, "Michigan's Population Drops Below 10 Million," The Detroit News, December 23, 2009 quoting Xuan Liu, Data Center Manager for the Southeast Michigan Council of Governments' (SEMCOG).

auto and auto parts manufacturing alone, not to mention the significant multiplier effect of this industry, the impact of the historic drop in auto manufacturing and sales should not be understated).⁹ Michigan's crisis also is a crisis of spirit and culture. The transformation of Detroit from America's fourth richest city to its poorest confounds and disturbs. The conditions within the city's neighborhoods, its schools, and its infrastructure have deteriorated so significantly that they are virtually unrecognizable a generation after Detroit's mid-20th Century glory.

The collapse of the region's core has impacted every corner of the region and state. It is inconceivable that Michigan will be able to return to prosperity without also addressing the crisis in its largest central city. Michigan Future, a non-partisan, nonprofit organization devoted to helping Michigan succeed as a world class community in a knowledge-driven economy, has argued that creating places where talent wants to live is critical to addressing its current economic collapse. Specifically, Michigan Future argues that this means expanded public investments and initiatives "in quality of place with an emphasis on vibrant central city neighborhoods."¹⁰

That is because people value a vibrant central city. That is because, like it or not, southeast Michigan's global reputation is inextricably linked to Detroit. The pictures and media stories that emanate from Detroit are circulated around the globe and shape the investment decisions of global companies, enrollment decisions of foreign students, and vacation decisions of families in America and across the world. Any comprehensive group of strategies to address the historic fall in Michigan's economic standing must include ideas that address Detroit's challenges as well.

Toward a New Future

As noted by the New Economy Initiative,¹¹ Michigan has been slow to transition into the new, globally competitive knowledge economy. Yet, the economic transition Michigan faces in the coming years is similar to the one it made a century ago.

The incredibly important role that Detroit played to the nation's innovation, industrial might, and economic prosperity in the 20th Century has been compared to the role that Silicon Valley has played in modern times.¹² The innovative and entrepreneurial spirit embodied by Henry Ford, Ransom Olds, the Dodge Brothers, and dozens of other auto, engineering, science, and industrial leaders fueled Detroit's emergence as the "Arsenal of Democracy." At the time, 33.8 percent of Detroit's population was foreign born.¹³ That entrepreneurial spirit drove America to become the world's unrivaled industrial leader. It is the same spirit of innovation that Patricia Mooradian of The Henry Ford spoke of at the Mackinac Policy Conference. It is the same spirit that has powered the innovations of Silicon Valley, Boston's Route 128, and Austin's "Silicon Hills."

Many researchers have worked hard to distill the characteristics that drove these historic economic engines (early 20th Century Detroit, Silicon Valley, Boston's Route 128, etc.) to produce so many patents, technologies, new businesses, innovative manufacturing processes, jobs, and wealth. Each analysis has put its own label on that spirit—i.e., talent, curiosity, collaboration, nonconformity, risk, breaking the rules—the list goes on.

The New Economy Initiative has distilled this spirit into "talent, innovation, and culture change." All three were present in Detroit in the early 20th Century and undeniably contributed to its success. And all three characterize these other leading catalyst regions for the 21st Century.

9 Michigan State Budget Office, "Economic and Revenue Forecasts FY 2010 and FY 2011: Consensus Revenue Estimating Conference," January 11, 2010 citing Bureau of Labor Statistics.

10 Michigan Future website at www.michiganfuture.org/initiatives/retaining-and-attracting-talent/.

11 The New Economy Initiative (NEI), a \$100 million philanthropic commitment of ten national and local foundations to speed metro Detroit's transition into the new economy, has provided the largest single source of financial support to the Global Detroit study. The Global Detroit study originated from discussions between the author and NEI staff.

12 Tom Walsh "Immigrants Can Inspire Innovation," *Detroit Free Press*, February 12, 2009 referencing Thomas Friedman, "The Open-Door Bailout," *New York Times*, February 11, 2009 and Daniel Lyons, "Silicon Valley's Fork in the Road," *Newsweek*, February 2, 2009.

13 1900 U.S. Census.

Immigration as an Economic Growth Catalyst

One of the most consistent similarities between these various catalyst regions of the 20th and 21st Centuries is the large presence of immigrants.¹⁴ Immigrants were at the source of early 20th Century midwestern industrial innovation in cities like Detroit that propelled America's growth and they are a significant part of the regions that serve as economic catalysts in today's world. In 1900, 33.8 percent of the metropolitan Detroit region was foreign born. By 2000, our regional population was a meager 7.4 percent foreign born. In 2000, Silicon Valley's population was more than 27 percent foreign born, almost 250 percent of the national average of 11.1 percent.¹⁵

Global connections and immigration are key factors to jumpstarting and building the "talent, innovation, and culture change" a region must possess to spark its economic renaissance. For those paying attention to this key link, it is no surprise that 5 of the 12 modern-day American innovators mentioned in The Henry Ford's On Innovation video and Patricia Mooradian's speech are foreign-born.¹⁶

In fact, much like the European immigrants that invented the patents, developed the products, refined the manufacturing techniques, and worked in the factories that made America the 20th Century's industrial leader, modern day immigrants from every corner of the globe are powering America's success. One-quarter of the National Academy of Sciences is foreign born.¹⁷ 26 percent of all U.S. recipients of the Nobel Prize from 1990-2000 were foreign born.¹⁸ This past year eight of the nine Nobel Prize winners in science were Americans, and five of those eight Americans were foreign born.¹⁹ In fact, foreign

born Americans won more Nobel Prizes in 2009 than all the other nations of the world combined.²⁰

But it's not just academics and science that propel economic power. It's also entrepreneurialism—and American immigrants have created many of the companies that define our nation's 20th Century economic dominance, as well as America's 21st Century economic potential. "New migrants to the United State in particular included many of its most famous business titans (Levi Strauss, Andrew Carnegie, Andre Grove, Charles Wang, Sergey Brin, Jerry Yang, Liz Claiborne), scholars (Enrico Fermi, Albert Einstein, Alexander Graham Bell, Hyman Rickover, Jonas Salk), and untold other innovative thinkers."²¹ Immigrants founded Google, Intel, eBay, Sun Microsystems, Yahoo!, Hotmail, A123 Systems, PayPal, U.S. Steel, Dow Chemical, Dupont, Pfizer, Procter and Gamble, Bank of America, Life Time Fitness, and Carnival Cruises, as well as thousands of other companies that are driving America's economic future and that have created millions of American jobs.

Why Immigrants Matter

The contributions and impacts that immigrants have made on the American economic engine are simply staggering, especially when you consider that they have comprised only a small portion of the U.S. population over the last 50 years.²² Their disproportionately positive impact begs the questions of why? Is there something special about immigrants that enable them to have this kind of impact?

According to the literature of economic innovation and growth, America's immigrants are answering the call asked by Patricia Mooradian, the New Economy Initiative, Thomas Friedman, James Fallows, Daniel Lyons, Richard Florida, John Austin, and Richard Herman. Using the language of the New

14 Throughout this study, the author uses the term "immigrant" and "foreign born" interchangeably. In this context, "immigrant" would include both naturalized U.S. citizens, as well as resident aliens. It also could include both documented and undocumented residents, as both are counted by the U.S. Census. The study does seek, however, to distinguish between documented and undocumented residents in several portions when discussing matters impacted by that distinction.

15 2000 U.S. Census population data for the 9 counties of Alameda, Contra Costa, Marin, Napa, Santa Clara, San Mateo, San Francisco, Solano, and Sonoma.

16 www.oninnovation.com. Toshiko Mori, Elon Musk, and Pierre Omidyar appear in the intro video, while Charles Elachi and Sergey Brin (or Google itself) are mentioned in Patricia Mooradian's Mackinac Island address.

17 James Fallows "How America Can Rise Again," *The Atlantic*, January/February 2010.

18 Jennifer Hunt and Marjolaine Gauthier-Loiselle, "How Much Does Immigration Boost Innovation" IZA Discussion Paper No. 3921, January 2009 (citing Peri 2007), p. 1.

19 Reuters News Service, October 12, 2009. Venkatraman Ramakrishnan (Nobel Prize in Chemistry), Charles Kao and Willard Boyle (Nobel Prizes in Physics), Elizabeth Blackburn (Nobel Prize in Physiology or Medicine), and Jack Szostak (Nobel Prize in Physiology or Medicine).

20 Only three other nations had citizens awarded a Nobel Prize in 2009. Herta Mueller, a foreign born German citizen, won a Nobel Prize in Literature. Ada Yonath, an Israeli, shared the Nobel Prize in Chemistry. Willard Boyle, a Canadian, shared the Nobel Prize in Physics.

21 Tim Kane and Robert Litan, "Knowledge Economy Immigration: A Priority for U.S. Growth Policy," report prepared for the Ewing Marion Kauffman Foundation, April 6, 2009, p. 9.

22 Foreign born residents' share of the U.S. populations has moved from 5.4 percent in 1960, to 4.7 percent in 1970, to 6.2 percent in 1980, to 7.9 percent in 1990, to 11.1 percent in 2000, and to 12.5 percent in the 2008 American Community Survey update, according to U.S. Census Bureau data.

Economy Initiative, the question becomes: Is there something special about immigrants, immigration, and global connection that drive “talent, innovation, and culture change?”

Edward Roberts, the David Sarnoff Professor of Management of Technology at the Massachusetts Institute of Technology (MIT) and the Founder and Chair of the MIT Entrepreneurship Center, acknowledges that “[t]o immigrate is an entrepreneurial act.”²³ Others have identified the characteristics, traits, skills, and motivations that would inspire a person to uproot their home and move to the United States to be the same characteristics, traits, skills, and motivations that are necessary to play an essential part in a rapid economic growth engine.²⁴ Asking themselves why foreign born Americans seemed to be at the cusp of so many economic driving forces, Robert Smith and Richard Herman found answers in the entrepreneurial culture of the immigrant experience:

What we discovered was not a secret, but a culture: a culture of entrepreneurship. You could call it Immigrant, Inc. We found that many of today’s immigrants arrive ready-made to perform in a knowledge-based, global economy. They’re often the best and brightest from back home, certainly the strivers. They have the risk-taking personalities of entrepreneurs, and they dream big and work smart.

But the powerful message is this: their club is not exclusive. Today’s immigrants do not succeed by themselves. They work with the locals. They team up with American companies and with in-the-know American colleagues. And then they do something fantastic, like build a better solar panel, or resurrect a neighborhood.²⁵

It is not simply the entrepreneurial spirit that immigrants bring that make them so valuable as economic catalysts, but it is the talent, innovation and culture change they provide American regions. In the following pages, the Global Detroit study will cover the talent, skills, and education levels of America’s foreign born, suggesting that, indeed, their presence in the economic eco-system is much like the presence of oxygen, nitrogen, or fertilizer in the agricultural one.

Outside of talent, skills, and education, America’s foreign born contribute uniquely to the innovation and culture change that are the driving forces by the new economy’s growth. Often immigrants are able to synthesize American culture or scientific discovery with their own personal experiences from their home country to develop unique solutions.²⁶ Additionally, immigrants may work with U.S.-born scientists, innovators, and entrepreneurs in ways that allow them to further refine or create additional insight to their own efforts that help produce extraordinary results that drive the new economy.²⁷

Whatever the reason, the outcome is clear. As demonstrated in the following pages, immigrants are key economic drivers, both historically and in the new economy. Metro Detroit is in crisis. If we don’t take action to speed our own entry into the global market place, we will never return our state to a region of prosperity. Millions of Michigan residents are acutely aware of the negative impacts that the new economy can have. The question is whether we have the courage to embrace the strategies that will enable us to seize its benefits.

Immigrants are New Economy Leaders

- **American and Michigan immigrants are educated**

There is no more important driver to success in the new economy than education. The Detroit Free Press recently opined that the connection between education and economic success is, “The only story you need to understand what has happened to Michigan in the last two generations ... [and] by 2007, prosperity and educational achievement had gone from being distant relatives to twins joined at the hip.” After providing charts ranking the 50 states in educational attainment of their residents against the average per capita income (prosperity) for 1970 and 2007, the paper concluded that “Policymakers who say Michigan has no higher priority than to make sure an ever-growing percentage of its residents graduate from college are barking up the right tree—and those who say otherwise are missing a picture that is becoming clearer with each passing year.”²⁸

²³ Richard T. Herman and Robert L. Smith, “Immigrant, Inc.” advanced copy 2010, p. 1.

²⁴ See Stuart Anderson and Michaela Platzer “American Made: The Impact of Immigrant Entrepreneurs and Professionals on U.S. Competitiveness,” study commissioned by the National Venture Capital Association (2006), p. 12, as well as Thomas Friedman, “The Open-Door Bailout,” *New York Times*, February 11, 2009.

²⁵ Richard T. Herman and Robert L. Smith, “Immigrant, Inc.” advanced copy 2010, p. xiv.

²⁶ See Smith and Herman, Wadhwa and Saxenian, as well as Hunt and Gauthier-Loiselle.

²⁷ *Ibid.*

²⁸ Detroit Free Press, “Graduate to a Smarter State,” February 1, 2010.

Michigan Future's second annual report on Michigan's transition to a knowledge-based economy researched data on the national recession beginning in December 2007 through January 2009 and found that throughout the U.S. low education attainment industries (primarily manufacturing, construction, retail, and hospitality) suffered job losses of 3,735,000, while the high education attainment industries added 163,000 jobs. Similarly, from January 1990 to January 2009 low education attainment industries employment rose 15.7 percent compared to 32.4 percent in the high education industries.²⁹

If educational attainment is the sole measure of human capital, then the case for America's immigrants is overwhelming. Not only are the foreign born well educated, but they dominate the science, technology, engineering, and mathematics (STEM) fields that are critical to success in the new economy. Thomas Friedman has reflected on his participation in a commencement ceremony at Rensselaer Polytechnic Institute (RPI), one of America's leading science and engineering schools.

First I had to laugh. Then I had to cry ... I had a front-row seat as the first grads to receive their diplomas came on stage, all of the Ph.D. students. One by one the announcer read their names and each was handed their doctorate—in biotechnology, computing, physics, and engineering—by the school's president, Shirley Ann Jackson. The reason I had to laugh was because it seemed like every one of the newly minted Ph.D.'s at Rensselaer was foreign born. For a moment, as the foreign names kept coming—"Hong Lu, Xu Xie, Tao Yuan, Fu Tang"—I thought that the entire class of doctoral students in physics were going to be Chinese, until "Paul Shane Morrow" saved the day. It was such a caricature of what President Jackson herself calls "the quiet crisis" in high-end science education in this country that you could only laugh.³⁰

While anecdotal, Friedman's observations aren't off base. Many of us have had similar experiences of our own. And for good reason. Despite only comprising 12.5 percent of the 2007 population, America's foreign born make up:

- 50 percent of all new U.S. Ph.D.s in engineering;
- 45 percent of all new U.S. Ph.D.s in life sciences, physical sciences, and computer sciences;
- 40 percent of all new U.S. master degrees in computer sciences, physical sciences, and engineering; and
- 25 percent of all physicians.³¹

To be clear, the foreign born do not simply matriculate to American colleges and universities in key scientific fields, but they contribute these skills in the American workplace. While only 11.1 percent of the 2000 population, the foreign born made up 12 percent of the working population, but represented 24 percent of all scientists and engineers with bachelors degrees and 47 percent of all scientists and engineers with doctorates in the U.S. workplace.³²

These national numbers are mirrored by immigrants in Michigan. According to the American Association of Engineering Societies, 44 percent of all engineering master's degrees awarded in Michigan are to foreign nationals, along with nearly 62 percent of all engineering Ph.D.s.³³ In Michigan, the trend does not simply exist because the international community is attracted to our great colleges and universities. **Foreign born Michigan residents are 56 percent more likely to possess a college degree. A full 37 percent of Michigan's foreign born possess a four-year college degree as compared to 23.7 percent of American-born Michigan residents.**³⁴ And there is evidence that more recent foreign migrants to Michigan are even more educated than those who came before. According to a Cleveland Plain Dealer article, among states receiving at least 50,000 immigrants from 1995 to 2000, about half of such immigrants to Ohio had at least a college degree, which ranked second only to Michigan, suggesting that recent immigrants may be, on average, twice as educated as native born Michigan residents.³⁵

Many immigrants are well-educated and many are not, but they also tend to stress education for their children. Not only do these first generation Americans contribute to the talent pool directly as they age and enter the workforce, but they help to raise the bar for their fellow American-born pupils. As

29 Lou Glazer and Don Grimes, "Michigan's Transition to a Knowledge-Based Economy: Second Annual Progress Report, Executive Summary" April 2009, p. 1.

30 Thomas Friedman, "Laughing and Crying," *The New York Times*, May 23, 2007+.

31 Richard Herman and Raghav Singh, "Recruiting the Tired, the Poor, and the Wretched Refuse," *Journal of Corporate Recruiting Leadership*, September 2008, p. 18.

32 William Kerr and William Lincoln, "The Supply Side of Innovation: H-1B Visa Reforms and U.S. Ethnic Invention," *Harvard Business School Working Paper* 09-005, December 2008, p. 1.

33 Compete America, *The Alliance for a Competitive Workforce* citing "Engineering and Technology Degrees 2007" study of the American Association of Engineering Societies.

34 Migration Policy Institute, MPI Data Hub Migration Facts, Stats and Maps Michigan Fact Sheet on Language and Education found at www.migrationinformation.org/datahub/state2.cfm?ID=MI.

35 Dave Davis and Robert Smith, "Give Us Your Best, Brightest," *Cleveland Plain Dealer*, August 23, 2003.

noted by Stuart Anderson, former staff director of the Senate Immigration Subcommittee and executive director of the National Foundation for American Policy:

While the United States benefits from the entry of skilled foreign-born professionals and international students, research shows that the country gains even more from their children. An astounding 60 percent of the top science students in the United States and 65 percent of the top math students are the children of immigrants. In addition, foreign-born high school students make up 50 percent of the 2004 U.S. Math Olympiad's top scorers, 38 percent of the U.S. Physics Team, and 25 percent of the Intel Science Talent Search finalists—the United States' most prestigious awards for young scientists and mathematicians.

Seven of the top 10 award winners in the 2004 Intel Science Talent Search were immigrants or their children. (In 2003, three of the top four awardees were foreign-born). In fact, in the 2004 Intel Science Talent Search, more children (18) have parents who entered the country on H-1B (professional) visas than parents born in the United States (16). To place this finding in perspective, note that new H-1B visa holders each year represent less than 0.04 percent of the U.S. population, illustrating the substantial gain in human capital that the United States receives from the entry of these individuals and their offspring.³⁶

- **American and Michigan immigrants start critical businesses that drive growth in the new economy**
 - **Successful venture-backed firms**

The firms and business models leading the new economy's growth are different from the large industrial giants like the Big Three that dominated the mid-20th Century's prosperity. Growth regions are characterized by their nimble start-ups in technology fields driven by speculative venture capital, as opposed to the large manufacturing firms financed by public stock and large bank loans. Foreign born Americans and Michiganders start, run, and contribute to a disproportionate number of these key firms.

In 2006, the National Venture Capital Association (NVCA) commissioned an exhaustive study of immigrants' roles in publicly-traded U.S. companies that were originally backed by venture capital. While numerous new economy firms begin with venture capital, only the most successful grow to a size that they can attract investors from the general public and become publicly-traded. A number of so-called venture-backed public companies have been American economic leaders, such as The Home Depot, Starbucks, H&R Block, and Staples. While none of those four firms were immigrant-founded, Google, Sun Microsystems, Intel, eBay, Life Time Fitness, Juniper Networks, WebEx Communications, and Yahoo! represent public venture-backed firms started by at least one foreign born American.

The NVCA researchers discovered that 25 percent of all venture-backed public companies started from 1990-2005 were founded by U.S. immigrants.³⁷ The 2006 market capitalization of immigrant-founded venture-backed companies in the U.S. exceeded \$500 billion and would far exceed that today. In 2005, such firms employed some 220,000 people in the U.S. and over 400,000 globally and produced more than \$130 billion in revenue.³⁸ These are remarkable statistics when one realizes that immigrants comprised less than 8 percent of the population in 1990.

As the researchers delved even further into these firms, they discovered even more disproportionate contributions to growth in the new economy from immigrant entrepreneurs. More than 85 percent of the immigrant-started venture-backed public companies were in three key new economy sectors: high-tech manufacturing, information technology, and life sciences.³⁹ The firms in these key sectors produced 70 percent of the 220,000 jobs provided by immigrant-founded venture-backed public companies. Jobs in these sectors tend to pay more and have large multiplier effects. The study uncovered that 40 percent of the U.S. publicly traded venture-backed companies operating in high-technology manufacturing were started by immigrants. Even more impressive is that more than half of the employment generated by these high-technology manufacturing firms came from the immigrant-founded companies.

³⁶ Stuart Anderson "The Multiplier Effect," *International Educator*, Summer 2004, p. 16.

³⁷ Anderson and Platzer, p. 11.

³⁸ *Ibid.*

³⁹ *Ibid* at 15.

- **Engineering and high technology firms**

While studying venture-backed companies that have grown large enough to be publicly-traded reflects one means of deciphering new economy impacts, a more direct measure might be to study engineering and technology firms, given their importance to the new economy. To tackle immigrants' impact on these critical sectors of the economy, a research team from Duke University's Masters of Engineering Management Program under the direction of Vivek Wadhwa, an entrepreneur who started two successful technology start-ups, joined with a team of researchers from the University of California-Berkeley's School of Information under AnnaLee Saxenian, the school's dean.

The researchers looked at every U.S. company founded between 1995 and 2005 with more than \$1 million in sales and 20 or more employees as provided by Dun and Bradstreet's Million Dollar Database. From these 28,766 companies, the researchers used Standard Industrial Classification (SIC) codes for firms working in semiconductors, computers/communications, biosciences, defense/aerospace, environmental, software, and innovation/manufacturing-related services.⁴⁰ Again, the results showed a tremendously disproportionate impact of immigrants in this key new economy driver. **25.3 percent of all of the high-tech firms founded in the U.S. from 1995 to 2005 reported that at least one of their key founders was an immigrant. The researchers estimate that these firms produced \$52 billion in sales and employed 450,000 workers in 2005.**⁴¹

The research was based on thousands of surveys and interviews with these firms and yielded statistically significant results that allowed for deeper analysis based upon the firms' and founders' geography, national origin, economic sector, background, education, and a host of other factors. Several findings suggested that immigrants play a disproportionate role in key economic-leading areas. For example, **52.4 percent of all the high-tech firms in Silicon Valley had one or more immigrants as a founder.**⁴²

The findings for Michigan raise interesting opportunities upon which we can build. **Michigan had the third highest**

proportion of high-tech startups with immigrant founders of any state between 1995 and 2005 with 32.8 percent of all Michigan high-tech startups being launched with at least one immigrant founder. Michigan trailed only California (which was first at 38.8 percent) and New Jersey (which came in at 37.6 percent). Michigan's foreign born were responsible for a greater share of high-tech startups in their state from 1995-2005 than the foreign born of Massachusetts, Illinois, New York, Florida, Texas, Pennsylvania, Ohio, North Carolina, or Washington.⁴³

This result is even more startling when one considers Michigan's relatively small immigrant population. In 2000, only 5.3 percent of all Michigan residents were foreign born, compared to 11.1 percent of the nation as a whole, ranking Michigan 24th of all the states in terms of the percentage of its residents who were foreign born. **What the findings mean is that immigrants started high-tech firms in Michigan from 1995-2005 at 619 percent the rate of their proportion in the general population!**

- **American and Michigan immigrants develop a significant portion of intellectual property**

The new economy is often referred to as a knowledge-based economy because of the value of intellectual property and ideas. New discoveries, technologies, manufacturing processes, marketing techniques, and ideas are the engines of 21st Century growth. There are several metrics to track the development of intellectual capital, but perhaps none is more basic than the number of patents. To that end, several efforts have been made to track the impact that America's foreign born have made on our nation's intellectual capital via the number of patents filed by American immigrants.

- **International patents**

Understandably, the U.S. Patent and Trademark Office (USPTO) does not ask applicants for their place of birth, national origin, or whether they are an immigrant. As a result, researchers have been forced to become more creative in determining the impacts foreign born Americans have had on the number of patents filed. Building upon his earlier work, Vivek Wadhwa

40 Vivek Wadhwa, AnnaLee Saxenian, Ben Rissing, and Gary Gereffi "America's New Immigrant Entrepreneurs" Duke University and University of California-Berkeley, January 4, 2007, p. 8, found at <http://ssrn.com/abstract=990152>.

41 *Ibid* at 4.

42 *Ibid* at 5.

43 *Ibid* at 13.

BASIL BACALL

Chaldean immigrant Basil Bacall built a successful series of hotels in Michigan, then parlayed his success into help for refugees from his native region.

Bacall, who lives in Brighton, arrived alone in Detroit in 1982 when he was 17 years old. He joined an older brother and went to work in a drugstore he owned sweeping floors and stocking shelves. Too old to enroll in high school, he earned his GED and soon started college classes.

"Mainly I was hungry for education," Bacall says about his decision to come to the United States. "I really loved the opportunities that the United States could provide. It's a place where the only limitations you have are your own."

Bacall earned his bachelor's degree in science from the University of Michigan-Dearborn, but classroom studies were just one part of his education. He began flying lessons, and at 21 he landed a job with Northwest Airlines as a baggage handler.

He slowly worked his way up at Northwest, becoming supervisor of international reservations, and started working on his days off as a corporate pilot and flight instructor. By 1995, he had logged enough flying hours to land a job as a Northwest pilot.

Soon, though, the hectic pace took a toll on Bacall and his young family. He began looking for a business opportunity; he and his brother, Mike, bought a Quality Inn in Lansing.

"That was a home run," he says. "We took a property that was losing money and we really turned it around."

In 2004 the brothers purchased land in Commerce Township and built a 106-room Hampton Inn. It's now the no. 2 performing Hampton Inn in the state; the top Hampton is in Shelby Township, built by the brothers in 2008. They own two more hotels and several real estate and shopping mall properties.

Bacall's various properties employ 145 people. He and his brother's focus, he says, "is to be the best at what you do. If my job is to clean the parking lot, I'm going to have the cleanest parking lot in my neighborhood."

That commitment to excellence extends to a non-profit organization Bacall founded in 2007. The Adopt-a-Refugee Family Program matches donors with persecuted Christian families in the Middle East in need of basic financial support. The organization, which works with the Chaldean Federation, has helped about 80,000 people and distributed \$1.5 million.

"I believe wholeheartedly in giving back," Bacall says. "That is my passion - how do we give back and help those people in need?"



"We took a property that was losing money and we really turned it around."

and several other academics spearheaded research funded by the Ewing Marion Kauffman Foundation to look at patents filed at the World Intellectual Property Organization (WIPO), an international group that regulates and governs global intellectual property on behalf of the United Nations.⁴⁴ WIPO patent applications are useful for this purpose because they ask for the inventor's nationality and residency, allowing somewhat easier identification of foreign born residents who are not citizens.⁴⁵ WIPO applications, however, do not identify naturalized citizens, but record such inventors the same as native born citizens.

Wadhwa's research argues that WIPO patent applications and "the perceived need for international intellectual property protection" indicate that the inventions are characterized by "a higher level of sophistication than those only submitted to the USPTO."⁴⁶ Noting the costly and time-intensive nature of the WIPO application process, the study argues that such patents reflect inventions that "largely have market potential in multiple countries, global visibility, and diverse applications."⁴⁷ In other words, patent applications at WIPO represent some of the most important intellectual property to creating economic growth in a new global economy.

The results further underscore the importance of immigrants to America's economic future. **In 2006, 25.6 percent of WIPO patent applications from the U.S. named a foreign national residing in the U.S. as an inventor or co-inventor.**⁴⁸ The finding is even more staggering when you consider the fact that naturalized U.S. citizens (in other words, immigrants who have become citizens after arrival) are not counted in this result.⁴⁹

The research also revealed that immigrants may serve a valuable purpose in sparking innovation within organizations that contain large numbers of non-immigrants. The researchers discovered that foreign born non-citizen residents and foreign

residents (not based in the U.S.) contributed to more than half of the international patents filed by a number of large, multinational companies, such as Qualcomm (72 percent), Merck & Co. (65 percent), General Electric (64 percent), Siemens (63 percent) and Cisco (60 percent).⁵⁰ It also was noteworthy that 41 percent of the WIPO patents filed by the U.S. government had foreign-born non-citizen residents or foreign residents (not based in the U.S.) as inventors or co-inventors.⁵¹

Finally, the WIPO patent research demonstrated the tremendous and disproportionate contribution that immigrants are making in Michigan. **22 percent of WIPO patent applications originating from Michigan in 2006 had one or more foreign nationals as an inventor, ranking the state 8th among all 50 states.**⁵² Again, these are incredible results for a state where only 6.1 of its residents in 2007 were foreign born and for a state that ranks only 25th in terms of the percentage of its population that is foreign born. **Foreign nationals residing in Michigan were nearly four times more likely to file a WIPO patent than the average Michigan resident in 2006.**

As noted earlier, these statistics do not include foreign born Michigan residents who have become U.S. citizens (otherwise known as naturalized citizens). Given that 46.9 percent of Michigan's foreign born residents in 2007 were naturalized, **a more accurate proportion of international patent applications originating from Michigan with at least one foreign born inventor is 41 percent. Thus, foreign born Michigan residents were nearly seven times more likely to file an international patent application with the WIPO than U.S.-born Michiganders.** Finally, if foreign born patent applicants are more likely to be naturalized (a distinct possibility given their high levels of education and income), then the number would be even higher.

44 Richard Freeman, Gary Gereffi, Guillermina Jasso, Ben Rissing, and Vivek Wadhwa, "America's New Immigrant Entrepreneurs, Part III: Intellectual Property, the Immigration Backlog, and a Reverse Brain-Drain" August 2007.

45 Note naturalized citizens would not be distinguishable in this regard. In other words, if an Indian scientist were to move to Michigan and become a U.S. citizen, her WIPO patent application would read the same as a U.S.-born applicant. They both would list U.S. nationality and residency. If that same Indian scientist applied for a WIPO patent before becoming a U.S. citizen, however, her application would list her as an Indian national, residing in the U.S.

46 Freeman, Gereffi, Jasso, Rissing and Wadhwa at 6.

47 Ibid.

48 Ibid at 7.

49 Given that 40.3 percent of all foreign born Americans were naturalized U.S. citizens in 2000, the real contribution of all foreign born Americans (that accounts for both foreign born non-citizen residents, as well as foreign born citizens) might actually be closer to 43 percent of all WIPO applications.

50 Freeman, Gereffi, Jasso, Rissing and Wadhwa at 4.

51 Ibid.

52 Ibid at 7.

- **Domestic patents**

As noted, the USPTO does not track patent applications by the inventor's place of birth. William Kerr, an Assistant Professor at the Harvard Business School, has developed an interesting solution to this seemingly intractable problem to determining the contribution of a more globalized domestic workforce. Kerr used commercial computer software developed to match surnames with their ethnic origin for every patent application from 1975 to 2008.⁵³ By using nine ethnicities (Chinese, English, European, Hispanic/Filipino, Indian/Hindi, Japanese, Korean, Russian, and Vietnamese), Kerr could match rates from 92 to 98 percent of all filings. Such methodology does not allow one to determine the share of domestic patents filed by immigrants (it is impossible to determine if a Russian surname represents an immigrant, first generation, or second generation, etc.).

Instead, Kerr was able to combine ethnicities with geographic regions and develop a "remarkably high" correlation that suggested that "an increase of 1 percent in a city's ethnic patenting share correlates with a 0.6% increase in the city's total invention share."⁵⁴ In other words, as metropolitan areas became more ethnically diverse relative to other metropolitan areas, they produced more patents relative to those other areas.⁵⁵ The fact that Kerr's study covered nearly two-and-a-half decades of time suggests that his results cannot be dismissed easily. In short, they imply that an economic region will grow its share of U.S. patenting simply by becoming more diverse.

In a subsequent study, Kerr worked with William Lincoln of the University of Michigan to look at the impact of H-1B holders (a visa for skilled immigrant workers in the U.S.) on patent applications.⁵⁶ The research showed strong correlations between increased numbers of H-1B visas and increased numbers of patents applied for in the U.S. by immigrant inventors. Further, the study found no evidence that increased numbers of H-1B visa holders decreased innovation (as measured by patent applications) by U.S.-born researchers, but rather suggested a weak, but still positive impact on non-immigrant patents in regions where there was significant

presence of H-1B workers already. The study adds to the body of evidence that "non-immigrant knowledge workers benefit from intellectual cross-pollination and interaction with foreign workers plying the same trade."⁵⁷

Wadhwa's and Kerr's research implies that increasing the internationalization of a region helps innovation of non-immigrant communities as well. It suggests that there is something in the collaborative process and diverse backgrounds of researchers, scientists, inventors, and industrial pioneers that contribute to the "talent, innovation, and culture change" in such a way that speeds the creative process and fosters inventions.

Adding to the growing body of literature is a recent study that is more focused on individual-level analysis over a broader time frame (from 1940-2000). Using data from the National Survey of College Graduates, which contains information on patenting activity and birth place, Jennifer Hunt of McGill University and Marjolaine Gauthier-Loiselle of Princeton University conclude that:

Our empirical analysis of the NSCG data shows that immigrants account for 24 percent of patents, twice their share in the population, and that the skilled immigrant patenting advantage over skilled natives is entirely accounted for by immigrants' disproportionately holding degrees in science and engineering fields. **The data imply that a one percentage point increase in college-graduate immigrants' share of the population increases patents per capita by 6 percent.**⁵⁸

For the 4.4 million people and 135,000 immigrants with college degrees living in the metropolitan Detroit area, this implies that if the region could retain 44,250 foreign born college students (roughly twice the number enrolled in Michigan colleges and universities currently), the per capita rate of patent production would increase 6 percent. This 6 percent increase is across the board and would impact patent production for the entire region, not simply foreign born inventors.

53 William Kerr, "The Ethnic Composition of U.S. Inventors," *Harvard Business School Working Paper 08-006*, December 2008, p. 1.

54 *Ibid* at 9.

55 Similar results suggesting that more diverse regions produce more patents have been obtained by looking at German patents across regions and accounting for their diversity. See Annekatrin Niebuhr, "Migration and Innovation: Does Cultural Diversity Matter for Regional R&D Activity?" *Hamburg Institute of International Economics (HWWI)*, 2006 found at http://hwwi.org/uploads/tx_wilpubdb/HWWI_Research_Paper_3-1.pdf.

56 William Kerr and William Lincoln, "The Supply Side of Innovation: H-1B Visa Reforms and U.S. Ethnic Invention," *Harvard Business School Working Paper 09-005*, December 2008.

57 Vivek Wadhwa, "Don't Blame H-1B Workers for Woes," *Business Week*, February 10, 2009.

58 Jennifer Hunt and Marjolaine Gauthier-Loiselle, "How Much Does Immigration Boost Innovation" *IZA Discussion Paper No. 3921*, January 2009, p. 4.

Given the importance of innovation and patenting to economic growth, it is simply amazing that we are not already doing all that we can to attract immigrant college graduates to our state. During Patricia Mooradian's Mackinac Island address, she sounded a clarion call:

But if we hope to make Michigan a hotbed of innovation again, let's be fearless in the face of risk ... here in Michigan, we face a stark choice: We can make history, or we can become history.

Immigrant contributions go beyond the New Economy

The contributions that immigrants and the foreign born make to the American economy go well beyond those outlined above. It is not just the highly-educated, highly-skilled, and highly-capitalized immigrants who are critical to America's and Michigan's economic future. In fact, immigrants to the U.S. are just as likely to be working-class and without a formal education as they are to be among the planet's most highly-educated.⁵⁹ What is truly significant is that across the board, from working-class to highly-educated, immigrants provide unique assets to the "talent, innovation, and culture change" of our economy.

- **Immigrants are highly entrepreneurial**

The breadth of immigrant entrepreneurialism extends across the gamut and is "as varied as biotech firms, bridal salons, and bakeries."⁶⁰ It includes high-tech venture-backed Silicon Valley firms and retail businesses providing essential services to underserved urban areas. This entrepreneurial sense has many roots, often in immigrants' native cultures or, as noted previously, in the same personal motivations that inspire an immigrant to uproot and move to the U.S. Regardless of its source, it is extremely well documented.

In every decennial census from 1880 to the present, immigrants were significantly more likely to be self-employed than the native born.⁶¹ The Ewing and Marion Kauffman Foundation has been tracking entrepreneurial activity in the U.S. for over a decade in its annual Kauffman Index of Entrepreneurial Activity. Essentially the report tracks business start-ups per month with data from the monthly Current Population Survey to determine the rate at which various segments of the population starts a business. The most recent report in April 2009 documents that, for 2008, the immigrant entrepreneurial activity rate was 0.53 percent (meaning that 530 out of every 100,000 immigrants started a business each month in 2008), while the native-born entrepreneurial activity rate was 0.28 percent.⁶² **In essence, immigrants were 1.89 times more likely to start a business each month than native born Americans.**

A number of other reports (including Kauffman data from prior years) suggest that the gap between foreign and native born Americans' entrepreneurial rates is smaller, but all of them agree that such a gap exists. The U.S. Small Business Administration commissioned its own study looking at a larger, multi-year dataset (from 1996-2007) and analyzed the data to correct for several control factors. It concluded that immigrants are nearly 30 percent more likely to start a business than non-immigrants and that, despite only constituting 11.1 percent of the population in 2000, they represented 16.7 percent of all the new business owners in the period from 1996 to 2007.⁶³ Additionally, the report was able to control for education, age, and other factors to get a truer comparison between foreign born and nonimmigrant entrepreneurialism. It concluded that "immigrants are much more likely to start businesses after controlling for education and other factors ... Business creation rates are much higher among immigrants and the difference is not a result of advantageous demographic characteristics."⁶⁴

The SBA report demonstrates that immigrant businesses fare well in terms of number of employees and revenues compared to nonimmigrant businesses. The total business income from

59 In 2007, 37 percent of Michigan's foreign born possessed college degrees (compared to 23.7 percent of U.S.-born Michiganders), while 24.3 percent lacked a high school diploma (compared to 11.6 percent of U.S.-born Michiganders). Nationally, 26.9 percent of the foreign born had college degrees, while 32 percent lacked a high school education.

60 Maria Sacchetti, "More Immigrants Leap into Business Ownership," *The Boston Globe*, December 10, 2009.

61 *Research Perspectives on Migration*, a joint project of the International Migration Policy Program of the Carnegie Endowment for International Peace and the Urban Institute, January/February 1997, Volume 1, Number 2, p. 1.

62 Robert Fairlie, *Kauffman Index of Entrepreneurial Activity 1996-2008*, April 2009, p. 11.

63 Robert Fairlie, "Estimating the Contribution of Immigrant Business Owners to the U.S. Economy," *Small Business Administration Office of Advocacy*, November 2008, p. 31.

64 *Ibid* at 20.

foreign born business owners as tracked by the 2000 Census was \$67 billion, representing 11.6 percent of all business income for the U.S. Similarly, immigrants owned 11.2 percent of businesses with \$100,000 in annual sales and 10.8 percent of the businesses with employees.⁶⁵

The SBA report and Kauffman report tell the same story. First, analyzing prior years' Kauffman Index of Entrepreneurial Activity demonstrates that during the years covered by the SBA report the results are more closely aligned. Second, the 2009 Kauffman Index of Entrepreneurial Activity documents a trend of significantly growing immigrant entrepreneurialism since 2001, while nonimmigrant entrepreneurialism has remained relatively flat. In fact, immigrant entrepreneurialism has shown steady growth to the point that the 2008 activity rate of 0.53 percent is nearly 75 percent larger than the 2001 rate of 0.30 percent.⁶⁶

The studies tell a robust and diverse story. As noted in the previous section, immigrant entrepreneurs have had a disproportionately positive impact in creating the new economy's key industries and firms, and, yet, the largest entrepreneurial gap between immigrants and native born occurs among those with little formal education. In fact, immigrants constituted only 11.9 percent of all business owners with a college degree, but 28.4 percent of all business owners without a high school degree.⁶⁷ Similarly, The 2008 Kauffman Index of Entrepreneurship explains much of 2008's growth in business start-ups among the immigrant community as resulting from the recession and the need for lower-educated workers to fend for themselves.⁶⁸ Such "necessity entrepreneurship" may explain the historic drive of immigrants without high school educations to start their own businesses.

Many of these immigrant entrepreneurs are opening their businesses in under-retailed urban neighborhoods, providing a welcome and important boost to these disinvested communities. **"Researchers have noted that immigrant businesses often expand into underserved markets; they**

seek out enterprises with low start-up costs and low economies of scale; and they provide goods when demand is unstable or uncertain."⁶⁹ These foreign born retailers can serve as the initial spark to stabilizing and/or revitalizing struggling communities.

One of the most promising results from these studies is the incredibly strong performance of Michigan's foreign born. With 2,276 new immigrant business owners from 1996-2007, Michigan ranked seventh in the nation for the gross number of new immigrant business owners, leading all Midwestern states other than Illinois.⁷⁰ **These 2,276 new business immigrant business owners in Michigan represented 15.8 percent of all new business owners in Michigan, suggesting that in Michigan, immigrants were nearly three times as likely as native born residents to start a business between 1996 and 2007.**⁷¹ This spirit of entrepreneurialism is critical to southeastern Michigan when one considers that metro Detroit ranks 13th (at 0.25 percent) among the 15 largest metropolitan areas in terms of its entrepreneurial activity.⁷² Additionally, these immigrant business owners brought in \$1.5 billion in business income in 2000, representing 8.4 percent of the total business income generated by Michigan business owners in that year.⁷³

- **Immigrants are hard-working**

The industriousness of American immigrants has become the stuff of legend. From the Asian laborers who built American railroads; to the Eastern Europeans who assembled Detroit's automobiles; to the Jewish, Eastern European, and Chinese garment workers who toiled in New York factories; to the Hispanic agricultural workers who grow and harvest American crops and build American homes and infrastructure; it has been said that America was built on the backs of immigrants. In the early 20th Century, America was known as "the Land of Opportunity" and the growing numbers of immigrants, as well as the backlog of H-1B skilled worker applicants, suggest that in many respects it still is.

65 *Ibid* at 32.

66 *Kauffman Index* at 11.

67 *SBA Report* at 15, citing 2000 Census data.

68 *Kauffman Index* at 7.

69 *Research Perspectives on Migration, a joint project of the International Migration Policy Program of the Carnegie Endowment for International Peace and the Urban Institute, January/February 1997, Volume 1, Number 2, p. 6.*

70 *SBA Report* at 23.

71 *Ibid.*

72 *Kauffman* at 22.

73 *SBA Report* at 28.

There are several facts that suggest that indeed foreign born Americans work hard and contribute far more than their fair share to the nation's labor pool. **In 2007, immigrants constituted 12.5 percent of the U.S. population, but**

accounted for 15.8 percent of the workforce. The story is the same in Michigan, where the foreign born constitute 6.1 percent of the population, but 7.1 percent of Michigan's workforce.⁷⁴ An example of immigrant industriousness can



FAVIOLA LOPEZ

For most women, getting a manicure is a pleasurable self-indulgence. For Faviola Lopez, it was a springboard to building a successful business.

Lopez, 36 and a native of Jalisco, Mexico, moved at 12 years old to Detroit with her parents, legal residents of the United States who previously had travelled back and forth to the country to work. They settled in Mexicantown, and Lopez's family members secured good jobs in the auto industry.

"I enrolled in school, and I didn't know any English," Lopez says. "It was the hardest time of my life. I was a teenager, and I wanted to be in Mexico. I used to cry so much. Back then there weren't a lot of Hispanics, not like now."

But soon Lopez made friends and began to master English. She got a part-time job at the now-defunct Mexican Industries sewing car wheels. Right after graduation she married a man who hailed from her home state of Jalisco, and the couple soon had a son.

"I've always been very independent," Lopez says. "I remember telling my husband, 'I want to do something, I don't want to stay home.' I got my nails done for the first time in my life and I loved it. The next week I was in school for nails and I got my license. I was 19 years old."

Lopez went to work in a salon; a few years later, the owner of a building on Springwells in Mexicantown offered to sell her the space. Lopez, who was 24 at the time and by then had had a second child, asked her husband's opinion.

"He said, 'Why not? Do it, that's a good opportunity'" Lopez says. "He actually pushed me. So I fixed up the building and started my salon by myself."

Today Favi's Nail Salon has three employees. Lopez still lives in Detroit and says opportunities for Hispanic businesses in the city are strong.

"One thing I will never do is leave Detroit," she says. "I think I've been so successful here with my Hispanic community that I'll never leave. I still have my house in Detroit, and I love my neighborhood."

"There's always a door for somebody Hispanic because we work so hard," she adds. "If they give us a job, we'll take it. It doesn't matter what it is, as long as it's a job, we'll take it. We just want to improve ourselves, we just want to improve our home, we just want to improve our neighborhood. We're just here to make our life better and for our kids, too."

"It was the hardest time of my life. I was a teenager, and I wanted to be in Mexico. I used to cry so much. Back then there weren't a lot of Hispanics, not like now."

be found in the Hispanic population in southeastern Michigan who make up just 3.5 percent of the region's population, but 6.5 percent of its total employment.⁷⁵

One of the prime explanations of why so many immigrants work is that immigrant communities are more likely to be of working age (18-54) than non-immigrants. Nationally, nearly 70 percent of all foreign born are of working age compared to approximately 50 percent of the non-immigrant population.⁷⁶ **In Michigan, 64.4 percent of the immigrant population is of working age compared to 50.8 percent of the native born.**⁷⁷

The need for working age residents is critical for southeast Michigan's future. The Regional Forecast for 2035 prepared by the Southeast Michigan Council of Governments (SEMCOG), the region's metropolitan planning organization, estimates that the region's senior population will increase from 12 to 24 percent in the next 25 years.⁷⁸ This aging of southeast Michigan's population "foreshadow[s] a serious labor shortage further down the road."⁷⁹ To give some perspective to what Michigan's aging population will look like (absent the influx of new working-age residents), one need only look at the three states with the highest rate of seniors—Florida (17 percent), West Virginia (15.5 percent), and Pennsylvania (15.2 percent)—to see that Michigan will be profoundly older than most anywhere in the country.⁸⁰ These statistics raise the prospect of significant benefits from an influx of more working-age residents to southeast Michigan.

- **Immigrants are productive**

Beyond mere working age numbers and labor force participation rates, immigrants disproportionately contribute to the nation's overall economic output. Constituting 12.5 percent of the U.S. population, they are responsible for

14 percent of its economic output.⁸¹ More specifically, the Fiscal Policy Institute has created an "Immigration Economic Contribution Ratio (IECR)" to measure the share of a metropolitan region's wage and salary earnings, as well as proprietors' income, produced or received by the foreign born.⁸² From 2005-2007, the IECR for the nation as a whole is 1.12, while the collective IECR for the 25 largest metro areas is 1.02. Of the 25 largest metros, 15 have an IECR of 1.0 or higher.

With an IECR of 1.30, the Detroit metropolitan area has the third highest IECR among the 25 largest metros, indicating that the immigrant community in Detroit contributes more to the region's prosperity than almost any other.⁸³

The high IECR means that the foreign born in southeast Michigan produce 30 percent more of the prosperity in the region than their share of the population. Metro Detroit trails only Pittsburgh (IECR of 1.47) and Cincinnati (IECR of 1.39). If an IECR remains constant with significant growth of an immigrant population (a fact that has not been researched or tested), then there may be no more powerful strategy for the prosperity crisis facing southeastern Michigan than increasing the share and number of immigrants.

The recognition of immigrant contributions is further supported by two Wayne State University studies of the economic contributions of the Hispanic and Arab-American communities in southeast Michigan. Specifically, the Hispanic community in southeast Michigan's seven counties comprises 3.5 percent of the population, but is estimated to contribute to 6.2 percent of the output and 6.4 percent of the earnings of the region, representing \$10.2 billion in annual wage and salary earnings.⁸⁴ The findings were based upon the Regional Economic Models, Inc. (REMI) economic impact model estimates of the overall economic impacts on income and employment for specific industry sectors, occupational levels,

75 "The Hispanic Population of Southeast Michigan: Characteristics and Contributions," Wayne State University Center for Urban Studies and Center for Chicano-Boricua Studies, October 2008, p. 57, found at <http://www.cus.wayne.edu>.

76 Ibid.

77 Ibid.

78 Xuan Liu, "The Changing Demographics of Southeast Michigan" Power Point presentation, under notes to slide 20 based on Donald Grimes and George Fulton "Region in Turbulence and Transition: The Economic and Demographic Outlook for Southeast Michigan Through 2035" prepared for SEMCOG March 2007.

79 Donald Grimes and George Fulton "Region in Turbulence and Transition: The Economic and Demographic Outlook for Southeast Michigan Through 2035" prepared for SEMCOG March 2007, p. 35.

80 Senior populations cited here are from 2007 provided by the U.S. Census Bureau. While all of America is projected to age over the coming 25 years, the projections are for the national average to rise from 12 percent in 2005 to 20 percent in 2035, suggesting while Michigan is at the median rate today, it will be well above the rate in the next quarter century. See Liu notes to slide 20.

81 David Dyssegaard Kallick, "Immigrants and the Economy: Contribution of Immigrant Workers to the Country's 25 Largest Metropolitan Areas," study for the Fiscal Policy Institute, December 2009, p. 10.

82 Ibid.

83 Ibid at 11.

84 Wayne State University Center for Urban Studies and Center for Chicano-Boricua Studies at 57.

and geographic areas.⁸⁵ By looking at Hispanic employment in approximately 50 industry sectors, a “multiplier” of 1.95 was calculated to measure the ripple or spin-off effects from Hispanic economic activity.⁸⁶

Earlier work from Wayne State University’s Center for Urban Studies looking at the Arab-American population in Wayne, Oakland, Macomb, and Washtenaw counties found an even higher REMI multiplier of 2.06-2.08 and estimated that Arab-Americans, who comprised 3.7 percent of the regional population in 2005, contributed to \$7.7 billion (or 5.3 percent) in regional employment earnings in 2005.⁸⁷ The Arab-American community was estimated to contribute to 5.7 percent of the total employment of these four counties.⁸⁸

Immigrants are catalysts for urban neighborhood revitalization

The story of immigrants reviving decaying urban neighborhoods is well-known, but worth repeating. It is retold here by Lou Glazer, the President of Michigan Future, Inc.:

Once immigrants settle in a neighborhood they attract the next wave of immigrants who want to live in close proximity to their countrymen. This process transforms once deteriorated neighborhoods. Housing stock is upgraded as homes are renovated and new housing is built where abandoned buildings and vacant lots used to be. Immigrant entrepreneurs open neighborhood

restaurants, stores, and entertainment venues to serve neighborhood residents. The most successful of these neighborhoods attract customers from across the region—some even becoming tourist destinations.⁸⁹

The growing awareness of the importance of immigrants to urban revitalization can be evidenced in the increasing number of cities that are pursuing immigrant recruiting and welcoming initiatives. Formal city initiatives now exist in Baltimore,⁹⁰ Boston,⁹¹ Halifax,⁹² Minneapolis,⁹³ Philadelphia,⁹⁴ and Toronto,⁹⁵ among others. By “proactively pursuing strategies to secure their place in the global economy and reinforce their strength as international destination points” these cities “have recognized that integrating themselves into the global economy and making themselves international destination points can not only mitigate population loss, but **help reinvigorate neighborhoods, spark commerce and business creation and add to a community’s cultural and social vibrancy.**”⁹⁶

These cities are not pursuing immigrant attraction and retention activities simply because they increase populations for Census counts, nor simply because of the unique new economy assets brought by highly-educated immigrants starting cutting-edge businesses. Instead, more and more city leaders are realizing that immigrant groups stabilize residential neighborhoods and commercial retail corridors that are critical to the quality of life. Additionally, internationally diverse populations bring food, language, culture, goods, and services

85 Ibid at 55.

86 It is important to recognize that the output and earnings estimates from this study are contribution estimates, rather than comparison estimates, such as those used in the Fiscal Policy Institute study. In other words, these “were economic contribution studies, not economic impact studies. This is a very important distinction. In an economic contribution study [the researcher is] saying how many jobs/dollars are associated with the economic activity of a particular ethnic group or industry. Since all of the ethnic groups/industries ‘contribute’ to each other if [a researcher] undertook this sort of analysis for everybody the total economic activity contributed by all groups/industries would greatly exceed the economic activity in an area,” according to a February 23, 2010 email from Don Grimes, Senior Research Associate at the Institute for Research on Labor, Employment and the Economy at the University of Michigan.

87 Michael Belzer, David Martin, and Lyke Thompson (WSU) and George Fulton and Don Grimes (UM) “Arab American Economic Contribution Study: Gauging the Economic Contributions that Persons of Arab Ancestry Have on Southeast Michigan’s Economy” prepared by Wayne State Center for Urban Studies, May 2, 2007, pp. 18-20.

88 Ibid at 19. Again, note these are economic contribution studies using a multiplier based upon industry employment of Arab-Americans and not a comparison of how much Arab-Americans produce compared to the rest of the population.

89 Lou Glazer, “Revitalizing Michigan’s Central Cities: A Vision and Framework for Action,” March 2003, p. 4.

90 Mayor’s Office of International and Immigrant Affairs. www.baltimorecity.gov/OfficeoftheMayor/MayoralOffices/InternationalandImmigrantAffairs/ImmigrantServices.aspx.

91 Office of New Bostonians. www.cityofboston.gov/newbostonians/.

92 Halifax Region Immigration Leadership Council. www.greaterhalifax.com/en/home/about_the_partnership/Projectsinitiatives/immigration/leadership_council.aspx.

93 Minneapolis Multicultural Services. www.ci.minneapolis.mn.us/civil-rights/multicultural-services.asp.

94 Mayor Michael Nutter has specifically announced a plan to welcome immigrant residents to Philadelphia (so that the city would grow by 75,000 residents), created an Office of Multicultural Affairs, and signed Executive Order 09-08 calling on the Office of the Managing Director to develop a set of recommendation to improve the “integration of immigrants and language and cultural minorities into the social and economic fabric of the City.” Additional welcoming efforts are supported by the Welcoming Center for New Pennsylvanians, which maintains its own welcome mat. See www.welcomingcenter.org.

95 City of Toronto Immigration and Settlement Portal. www.toronto.ca/immigration/.

96 City of Philadelphia, Office of the Managing Director, “An International Destination Point” Executive Summary Report by the International Philadelphia Work Group, November 2008, p. 6.

that help attract and retain the skilled knowledge workers that drive the new economy.⁹⁷

The phenomenal impact new immigrant communities can have on revitalizing disinvested urban neighborhoods is evident in dozens of ethnic neighborhoods across America. From Dudley Street, Allston Village, and Fields Corner in Boston; to Bellaire Boulevard in Houston; to MacArthur Park in Los Angeles; and to Richmond Hill, Sunset Park, Flushing, Jackson Heights, and Brighton Beach in New York City—large cities have witnessed neighborhood after neighborhood with fast-growing immigrant populations experience decreasing blight and abandonment, increasing employment and property values, improved quality of life, and changes “that add to the richness and vibrancy” of the whole city.⁹⁸

- **Immigrants are critical for population growth in declining cities and metros**

The importance of population growth to large central cities is obvious. The 1990s represented one of the first decades in some time that America’s largest cities experienced population growth, and it was overwhelmingly powered by the tremendous growth in immigrant populations. In fact, several major metro areas would have lost population, but for immigration (i.e., Boston, New York City, Newark, and San Jose).⁹⁹ 74 of the top 100 cities grew during the decade, but 19 of those cities would have lost population without growth of their Hispanic populations alone.¹⁰⁰ Moreover, in 2000, nearly one out of every four city residents was foreign born—up from one in ten in 1970.¹⁰¹

“Foreign immigration has proven to be among the best remedies for urban population loss.”¹⁰² In fact, the notion that attracting immigrants could reverse Baltimore’s five-decade population decline was so inspiring to Baltimore

community leaders they commissioned a December 2002 study by the Abell Foundation which stated:¹⁰³

Baltimore Must Become a Pioneer in Planning for Immigrant-Led Growth

The results of this investigation lead to some stark conclusions:

For cities of Baltimore’s size (between 250,000 and 1 million) outside the Sun Belt,¹⁰⁴ population decline is the norm without immigration. Moreover, immigration explains all of the growth that does occur. The premise of this study—that immigration is an answer to stopping Baltimore’s population decline—is more than confirmed. The data say that if Baltimore is to stabilize its population, immigrants are essential.¹⁰⁵

In short, immigration has become America’s leading driver of population growth and is projected to account for 66 percent of the nation’s increase in population in the next century, the majority of which is expected to occur in urban areas.¹⁰⁶ It is not just central cities that benefited over the last 20 years from new American immigration. Many suburban areas also found new Americans to be the fuel that revitalized dilapidated commercial retail strips (often referred to as “greyfields”), as well as sustaining aging residential property markets. A Brookings Institution study identified 35 “melting pot metros” of the 102 largest metropolitan areas in the country that “experienced large, immigrant-driven Hispanic and Asian population growth in their cities and suburbs.”¹⁰⁷

The positive correlation between a metro region’s overall population growth and its number of foreign born is well illustrated by Detroit and Philadelphia. Detroit and Philadelphia were the only two metropolitan areas of the

97 Richard Florida, *The Rise of the Creative Class* 2002, p. 226 and 288.

98 Jonathan Bowles and Tara Colton, “A World of Opportunity,” *Center for an Urban Future*, February 2007, p.13.

99 Jack Martin, “Urban Bloat: How Immigration Fuels Population Growth,” August 11, 2003.

100 *Ibid* and Alan Berube “Racial Change in the Nation’s Largest Cities: Evidence from the 2000 Census” report for the Brookings Institution, Center on Urban and Metropolitan Policy, April 2001.

101 Audrey Singer “The Rise of New Immigrant Gateways” report for the Brookings Institution, Center on Urban and Metropolitan Policy, February 2004, p. 11.

102 Evangeline Thorp, “Immigration and Urban Revitalization in Philadelphia: Immigrant Entrepreneurship and Improving Opportunity in the Local Economy” report for the Welcoming Center for New Pennsylvanians, September 2004, p. 6.

103 Morrison and Donnelly at 1.

104 Detroit clearly fits within this criteria, as 2010 Census numbers are expected to show a population well below 900,000 according to a February 25, 2010 conversation with Data Driven Detroit Director Kurt Metzger.

105 Morrison and Donnelly at 1-2.

106 Thorp at 1.

107 William Frey “Melting Pot Suburbs: A Census 2000 Study of Suburban Diversity” report for the Brookings Institution, Center on Urban and Metropolitan Policy, June 2001.

nation's ten largest to lose population in the 1990s. At the time, they also were the only two whose populations were less than 10 percent foreign born.¹⁰⁸ The population growth that immigrants bring can not only help Detroit, but inner-ring suburbs and other metropolitan Detroit municipalities who are losing population to out-of-state migration and the unsustainable growth on the metro region's edges.

- **Immigrants decrease crime in urban neighborhoods**

Contrary to the stereotype of the ethnic gang or criminal, a growing body of evidence is surfacing that immigrant settlement into urban neighborhoods "put[s] a brake on spiraling crime rates"¹⁰⁹ Studies of ethnic enclaves in San Diego, El Paso, Miami, New York City, and Chicago support this contention.¹¹⁰ In fact, the entire decade of the 1990s was characterized by high immigration, high urban growth, and significant drops in urban crime rates. In fact, **immigrants have been found to possess incarceration rates one-fifth that of native born Americans.**¹¹¹ Cited by President George Bush's Council of Economic Advisers, this prominent study refuted the argument that deportation could explain such results, noting that these incarceration rates were not significantly altered by naturalization.¹¹² Rather, the authors argued, the process of migration selects individuals who "either have lower criminal propensities or are more responsive to deterrent effects than the average native," noting that the newly-arrived immigrants in the 1980s and 1990s were even more unlikely to be involved in criminal activity than their predecessors.¹¹³

- **Immigrants help to raise property values**

Noting that "the neighborhoods that gain in immigration often gain more than taco stands and convenience stores," a study by the Alexis De Tocqueville Institution of real estate valuation computer modeling in the D.C. metro area for nearly 20 years concluded that "there is a significant [positive] correlation between immigrants and property values."¹¹⁴ The study's interviews with realtors credited immigrants' strong sense of responsibility as the cause for low rent default rates, as well as their tendency to improve and maintain property. At least one Fannie Mae report has given immigrants credit for their role in urban real estate markets, noting that "housing and retail markets at the heart of many of our large cities are sustained by the new arrivals."¹¹⁵

One only needs to drive through the residential streets of Southwest Detroit to find Hispanic immigrants who have re-bricked the façade of an older, decaying home, often the only maintained and improved house on the entire block. Similar anecdotal evidence of immigrants stabilizing older, falling real estate values exists in East Dearborn, Farmington, Hamtramck, Macomb County, and dozens of urban and suburban communities in southeast Michigan.

108 Thorp at 5, citing Christopher Patusky and Johnny Ceffalio "Recent Trends in Immigration to Philadelphia, Pennsylvania: Who Came and Where do they Live?" University of Pennsylvania: Fels Institute of Government, April 2004.

109 Eyal Press, "Do Immigrants Make Us Safer," *New York Times Sunday Magazine*, December 3, 2006, p. 20 citing criminologist Andrew Karmen in his book "New York Murder Mystery."

110 *Ibid.*

111 Kristin Butcher and Anne Morrison Piehl, "Why Are Immigrants' Incarceration Rates So Low? Evidence on Selective Immigration, Deterrence, and Deportation," *Federal Reserve Bank of Chicago, WP 2005-19*, November 2005, p. 28.

112 *Ibid.*

113 *Ibid.*

114 Bronwyn Lance, Margalit Edelman, and Peter Mountford, "There Goes the Neighborhood—Up: A Look at Property Values and Immigration in Washington, D.C." January 2000.

115 Dowell Myers, "Immigration: Fundamental Force in the American City," *Housing Facts and Findings* publication of the Fannie Mae Foundation, Winter 1999 (Volume 1, Issue 4).

DISPELLING THE MYTHS ABOUT IMMIGRANTS

With so much evidence and potential, as well as America's historical experience, of immigrants providing the energy for economic growth and prosperity, the question really becomes why more advocates, politicians, and leaders have not pushed for increased immigration. The public discourse, media coverage, and public perception have not squared with reality. Instead, even the word "immigrant" can conjure up visual images of folks running from federal agents across American deserts or rivers, when, in reality, a significant majority (more than 70 percent) of immigrants are legal residents and even the majority of undocumented residents entered the country legally (therefore never needed to "sneak" past federal agents).

For the Detroit area to understand the impacts that immigrants and their global connections have on our economy, we must also investigate the negative effects that are alleged to accompany a growing immigrant population. Clearly, certain elements of mainstream media coverage around American immigration suggest that nearly every national crisis -- fiscal, employment, crime, health care, and even moral -- is caused by increasing numbers of foreign born. Even critics who seek to develop a more nuanced approach, recognizing the benefits of the highly-skilled and -educated foreign born, tend to allege specific negative impacts on American employment levels and wages from unskilled and uneducated immigrants.

A more thorough analysis of these alleged negative impacts of immigration suggest that they are greatly overstated and may even be non-existent in areas, such as southeast Michigan, that have lower immigration numbers coupled with greater structural economic challenges.

- **Myth #1: Undocumented workers take U.S. jobs and are responsible for our current unemployment crisis**

The state unemployment rate currently hovers around 15 percent. Undocumented workers make up approximately 1.3 percent of the labor force in the state.¹¹⁶ In other words, even if every unauthorized worker in the state were taking

a job that would be given to a non-immigrant worker (an unrealistic assumption for reasons discussed below), Michigan's unemployment rate would still far exceed the national average. The same logic is true nationally, where undocumented workers are estimated to comprise 5.4 percent of the workforce.¹¹⁷

More importantly, however, there is significant evidence that immigrants and undocumented workers emigrate from their homelands to the United States because they are meeting unmet demand for their labor. They are providing different skill sets, levels of education, and occupational experience, in different areas of the country than native born workers. President George W. Bush's Council of Economic Advisers explains:

Immigrants not only change the size of the labor force, they change the relative supplies of factors such as unskilled labor, skilled labor, and capital in the economy. U.S. natives tend to benefit from immigration **precisely because immigrants are not exactly like natives in terms of their productive characteristics and factor endowments**... foreign-born workers accounted for much higher proportions of workers without high school degrees and of those with Ph.D. degrees (especially for those working in scientific occupations). Differences between natives and immigrants lead to production complementarities that benefit natives.¹¹⁸

That is true both for the highly-educated and highly-skilled (where employers seek more H-1B visas than the government allows) and for the lesser-educated and lesser-skilled. Simply put, there is some truth to the argument that immigrants work in jobs that no one wants to fill, both in the highly-valued science, technology, engineering and math (STEM) fields, and the unskilled areas.

The evidence that immigrants are not taking jobs that would otherwise go to non-immigrant workers is fairly consistent. As noted by the Fiscal Policy Institute, "There is no doubt that immigration and economic growth go hand in hand."¹¹⁹ In

116 Jeff Passel and D'Vera Cohn, "A Portrait of Unauthorized Immigrants in the United States," Report for the Pew Hispanic Center, April 14, 2009, Table B2, p. 30.

117 Ibid.

118 "Immigration's Economic Impact," Council of Economic Advisers, June 20, 2007 at p. 3, found at http://georgewbush-whitehouse.archives.gov/cea/cea_immigration_062007.pdf.

119 Dyssegaard Kallick at 8 and 32.

tracking the nation's 25 largest metropolitan areas from 1990 through 2006, they discovered that the fastest growing immigrant populations were in metro areas with strong, well above average, economic growth, while the metro areas that experienced the slowest economic growth (Cleveland, Pittsburgh, and Detroit) had among the least increase in their immigrant populations.¹²⁰

Harvard Professor and founder of the Initiative for a Competitive Inner City (ICIC) Michael Porter produced similar results when looking at the 100 largest inner cities, concluding that "There is a direct correlation between immigrant populations and job growth in inner cities."¹²¹ Dr. Porter also argued that immigrants are quick to adapt to "the unique business conditions and opportunities that inner cities offer."¹²² His conclusion lends further support to the theory that immigrant entrepreneurs are extremely important to cities like Detroit because they often invest in "underserved markets; they seek out enterprises with low start-up costs and low economies of scale; and they provide goods when demand is unstable or uncertain."¹²³

The evidence that immigration does not raise unemployment rates is fairly robust across geographies. In a series of reports for the Immigration Policy Center of the American Immigration Law Foundation, Rob Paral and Madura Wijewardena sought to address the accusation that "immigrants 'take' jobs away from many native-born workers, especially during economic hard times."¹²⁴ Their analysis of Census data "clearly reveals that this is not the case" across the regional, state, or county level.¹²⁵ Ranking all 3,140 counties in the U.S., the report finds that recent immigrants make up 4.6 percent of the population with the lowest unemployment, but they only comprise 3.1 percent of the population in counties with high unemployment.¹²⁶ In the final report, the researchers echo the logic used by the Council of Economic Advisors, confirming that "[u]nemployed

natives and employed recent immigrants tend to have different levels of education, to live in different parts of the country, to have experience in different occupations, and to have different amounts of work experience. As a result, they could not simply be 'swapped' for one another."¹²⁷

- **Myth #2: Immigrant workers take jobs from African-Americans**

The second report in the series from the Immigration Policy Center seeks to address the argument that "immigrants, who tend to have low levels of formal education and work in less-skilled occupations are 'taking' large numbers of jobs that might otherwise be filled by African-American workers."¹²⁸ Similar data and methodology was used to compare foreign-born population rates and the unemployment rates of white and African-American workers across metropolitan areas and states. The evidence was fairly conclusive.

Both whites and African-Americans living in states with high immigration had lower unemployment than those in states with low immigration rates. In the 10 states with the highest shares of immigrants in the work force, the average unemployment rates for whites was about half a percentage point lower than the unemployment rates for whites in the 10 states with the lowest immigration rates. The results for African-Americans were even more striking. **African-Americans in high immigration states experienced unemployment rates about 4 percentage points lower than African-Americans in low immigration states.**¹²⁹

Similar results were observed in comparing metro areas. While whites experienced similar unemployment rates between the 10 metro areas with the highest immigrant populations in the work force and the 10 metro areas with the lowest immigrant population areas, **African-Americans experienced**

120 Ibid.

121 "Immigrants Fueling Job Growth in U.S. inner Cities, Study Finds" HRM Guide, HR News Releases, November 15, 2005 found at www.hr-topics.com/wire-usa/inner-city-jobs.htm.

122 Ibid.

123 *Research Perspectives on Migration, a joint project of the International Migration Policy Program of the Carnegie Endowment for International Peace and the Urban Institute, January/February 1997, Volume 1, Number 2, p. 6.*

124 Rob Paral and Madura Wijewardena, "The Unemployment and Immigration Disconnect: Untying the Knot (Part I of III)" *Special Report for the Immigration Policy Center*, May 2009, p. 2.

125 Ibid.

126 Ibid at 6.

127 Rob Paral and Madura Wijewardena, "The Disparity Between Immigrant Workers and Unemployed Natives: Untying the Knot (Part III of III)" *Special Report for the Immigration Policy Center*, August 2009, p. 1.

128 Rob Paral and Madura Wijewardena, "Immigration and Native-Born Unemployment Across Racial/Ethnic Groups: Untying the Knot (Part II of III)" *Special Report for the Immigration Policy Center*, May 2009, p. 1.

129 Ibid at 5.

unemployment rates 1.5 percentage points lower in the high immigration metro areas compared to the low immigration areas.¹³⁰

The 1997 National Academy of Sciences report "The New Americans" also investigated the impact immigrants have on the African-American worker and developed similar conclusions. Noting that the majority of African-Americans do not live in high

immigration areas, the report concluded that African-American "economic fortunes are tied largely to other factors."¹³¹

In addition to these direct correlation studies, the Abell Foundation study for Baltimore argues that the African-American community "has the most to gain from [immigrant] renewal of [a] city's economy and neighborhoods" that accompany increased immigration to rusting Midwest and

FELICIA CHANG

Felicia Chang barely spoke English when she arrived in the United States to attend graduate school in the early 1990s. Beyond "hello" and "good-bye," the Beijing native floundered.

So Chang logged hours in the library and typed her papers six times before turning them in. By the end of her first semester, she had gotten almost all A's.

"Because of the money we pay in tuition, everyone back home puts all this big hope with us," Chang says of her motivation. "The challenge itself was really exciting, and the opportunity in the U.S. was also very exciting. I felt like I had a choice of whatever I wanted to do if I worked hard."

Today, the 46-year-old Rochester resident owns A Global Way Today, a company that specializes in helping small- and medium-sized organizations understand China's market and make strategic connections.

She started her business in 2009 after years of working at General Motors, where she started as a design engineer. After earning her MBA from the University of Michigan in 2006, she moved on to sales and market forecasting, vehicle planning and emerging market strategies at GM. China's explosive growth and her connections in the country prompted Chang to strike out on her own.

"Because the culture varies and due to economic differences, there's not enough assistance and service that can help businesspeople," she says. "It really requires someone with business experience, along with the cultural and language background."

Her fellow Chinese immigrants, she says, have much to contribute to metro Detroit - even those who, like her, arrive with limited language skills.

"Immigrants from China bring a specific knowledge base," she says. "The education there is very strong. It enables us to adapt and contribute even where there's a language challenge. It gives you a boost."

"Most of the people are very hard working, very talented," she adds. "They bring investment opportunities, and, if they stay in Detroit, they can make better connections and generate better business opportunities."



"The education there is very strong. It enables us to adapt and contribute even where there's a language challenge. It gives you a boost."

¹³⁰ Ibid at 7.

¹³¹ Stuart Anderson, "The Debate Over Immigration's Impact on U.S. Workers and the Economy" National Foundation for American Policy (July 2006) citing "The New Americans," National Research Council, advance copy, 1997, p. S-5.

Northeast industrial cities.¹³² As noted earlier, immigrants are the single most important factor at stabilizing and growing city populations outside the Sun Belt. Their presence in northern cities expands purchasing power and tax revenues. Their contributions towards revitalizing abandoned neighborhoods in cities with large African-American populations are especially powerful and beneficial.

- **Myth #3: Immigrants workers severely depress American wages**

The same arguments suggesting that immigrants provide complementary skills, talents, experience, and culture relate to the impact that immigrant labor has on the wages of native-born U.S. workers. The draw for American employers to hire foreign born workers, arguably, is that the workers are meeting unmet needs of the employers that help American businesses, and the economy, grow. Gianmarco Ottaviano and Giovanni Peri have measured the wage effects in the U.S. of immigration and concluded that since 1990 immigration has boosted the average wage of native born American workers by 0.7–1.8 percent. These benefits accrued to 90 percent of all workers. Multiplying the average percentage gains by the total wages of all U.S. native workers suggests that **“annual wage gains from immigration are between \$30 billion and \$80 billion.”**¹³³

A more robust debate exists among economists and researchers as to whether the presence of immigrants depresses the wages of low-skilled non-immigrant workers. Certainly, there are several who argue that “as in most of the previous work looking at local labor market impacts of immigration, there is a surprisingly weak relationship between immigration and less-skilled native wages.”¹³⁴ Later work by Ottaviano and Peri suggests that immigration has had small negative effects in the short-run on native born workers without high school degrees (decreasing such wages 0.7 percent) and on average wages (decreasing these wages by 0.4 percent), but had small positive impacts in the long-run on

both categories of workers (increasing them 0.3 percent and 0.6 percent, respectively).¹³⁵ With several other economists weighing in on the issue, the Council of Economic Advisers concluded that, “Evidence on this issue is mixed.”¹³⁶

Even the most egregious claims against immigrants lowering wages for unskilled workers suggest a limited impact. George Borjas’ 2003 study (upon which Ottaviano and Peri have done further refinement, arguing that its impacts are overstated) claimed that the 20-year immigration boom between 1980 and 2000 lowered unskilled labors’ earnings by 8 percent and projected a 4-6 percent wage decrease for every 10 percent increase in immigrant labor’s percentage of the labor supply.¹³⁷ Given that immigrants comprise 28 percent of workers without a high school education, taking Borjas’ (disputed) claims at their highest impact, would suggest high school dropouts wages would rise 17 percent if there were no immigrants without high school degrees in America whatsoever.

As noted, Borjas’ claims are in much dispute.¹³⁸ The debate between David Card’s research (finding “scant evidence” of an impact on wages) and Borjas goes on. George Mason University economist Tyler Cowen and analyst Daniel Rothschild have concluded that “most economists have sided with Card.”¹³⁹

- **Myth #4: Undocumented immigrants come to the U.S. to take welfare**

Perhaps no claim is more uninformed or offensive than the argument that undocumented immigrants are flooding into America’s borders to take advantage of our generous welfare system. All across the nation immigrants participate in the work force at higher rates than the non-immigrant population.¹⁴⁰ Specifically, however, undocumented persons are not eligible for any public benefit program, with the exception of emergency medical assistance.¹⁴¹ And the evidence that some form of welfare and public benefits fraud is luring the undocumented to the U.S. is scant or nonexistent.

132 Morrison and Donnelly at 22-23.

133 Council of Economic Advisors at 4, citing G. Ottaviano and G. Peri, “Rethinking the Effects of Immigration on Wages,” NBER Working Paper 12493 (2006).

134 David Card, “Is the New Immigration Really So Bad?” NBER Working Paper 11547 (January 2005), p. 11.

135 Gianmarco Ottaviano and Giovanni Peri, “Immigration and National Wages: Clarifying the Theory and the Empirics,” (July 2008), p. 4.

136 Council of Economic Advisors at 4.

137 George Borjas, “The Labor Demand Curve Is Downward Sloping: Reexamining the Impact of Immigration on the Labor Market,” *The Quarterly Journal of Economics* (November 2003), p. 1349.

138 Anderson (July 2006).

139 Tyler Cowen and Daniel Rothschild, “Hey, Don’t Bad-Mouth Unskilled Immigrants,” *Los Angeles Times*, May 15, 2006.

140 In 2007, the last year for which Census figures are available, immigrants made up 12.5 percent of the population, but 15.8 percent of the work force.

141 Amanda Levinson, “Immigrants and Welfare Use,” Migration Policy Institute (August 2002) found at www.migrationinformation.org/feature/display.cfm?ID=45.

- **Myth #5: Immigrants are a drag on the economy**

Either playing to the stereotypes of lazy, unskilled workers or under some belief that foreign remittances home drain needed capital from the U.S., those who fear the overall net impact on the U.S. economy should be comforted by the research of almost every economist and researcher who has studied the issue. The Council of Economic Advisers (CEA) defines an “immigration surplus” as a “simple and frequently cited metric of native’s total gains from immigration.”¹⁴² In 2007, **the CEA estimated the “immigration surplus” to be “about 0.28 percent of GDP, or roughly \$37 billion per year.”**¹⁴³ **And while the immigrant population is 12.5 percent of the U.S. population, it is responsible for 14 percent of its economic output.**¹⁴⁴

The finding that the presence of immigrants enhances economic output is repeated throughout the various regions of the country. For the 25 largest metropolitan areas the immigrant share of regional economic output (or so-called Immigrant Economic Contribution Ratio) is 1.02 and above 1.00 for 13 of the 25 metro areas. The IECR is exactly 1.00 (suggesting that immigrants contribute to regional output equal to their share of the population) in two regions and below 1.00 in 10. As noted earlier, **immigrants contribute to the regional economic output of the Detroit metro region at the third highest rate (IECR of 1.30) of the top 25 metro areas.**

- **Myth #6: Immigrants do not pay taxes**

This allegation is another case in which general public perception does not align with reality. A Pew Hispanic Center survey showed that 56 percent of Americans believe that immigrants do not pay their fair share of taxes.¹⁴⁵ The facts demonstrate that, on the whole, immigrants pay more taxes

than they receive in government resources.¹⁴⁶ In fact, even the IRS has determined that undocumented immigrants paid almost \$50 billion in federal taxes from 1996-2003.¹⁴⁷ The Comptroller of the State of Texas estimated that, in 2005, the **1.4 million undocumented Texans paid \$424.7 million more in state taxes than they received.**¹⁴⁸ Meanwhile the Social Security Administration estimates that three-quarters of the undocumented pay payroll taxes.¹⁴⁹ These taxes are subsidizing American taxpayers because immigrants are not entitled to Social Security or Medicare. As a result, the **undocumented are contributing as much as \$7 billion a year towards Americans Social Security, as well as about \$1.5 billion towards our Medicare.**¹⁵⁰ In fact, the Social Security Administration has estimated that if legal immigration were stopped, the Social Security system would need \$407 billion over the next 50 years to make up for the lost contributions, essentially requiring an additional \$1,860 annual payroll tax on every American earning over \$60,000 for a ten-year period.¹⁵¹

A number of studies have documented that immigrants pay local, state, and federal taxes, often in proportion to their share of the population. A comprehensive study of the Washington, D.C. metropolitan area prepared by the Urban Institute, the Pew Hispanic Center, and the Migration Policy Institute found that immigrant households in the region had a total income of nearly \$30 billion in 1999-2000 (representing 19 percent of the region’s household income) and paid nearly \$10 billion in taxes (representing 18 percent of all household taxes paid in the region).¹⁵²

The National Research Council and the Council of Economic Advisers have recommended that the appropriate perspective to take when asking the fiscal impact on immigrants is to take a long-term view that looks at the full costs of benefits of

142 Council of Economic Advisers at 3.

143 Ibid.

144 Dyssegaard Kallick at 10.

145 Andrew Kohut and Roberto Suro, “No Consensus on Immigration Problem or Proposed Fixes: America’s Immigration Quandary,” for the Pew Hispanic Center and Pew Research Center for People and the Press (March 30, 2006), p. 18.

146 Testimony of Ronald D. Lee, Member, National Academy of Sciences Panel on the Demographic and Economic Impacts of Immigration, before the Senate Immigration Subcommittee: “Economic and Fiscal Impact of Immigration,” September 9, 1997.

147 Statement of the Honorable Mark Everson, Commissioner, Internal Revenue Service, Testimony before the House Committee on Ways and Means, July 26, 2006.

148 Carole Keeton Strayhorn “Undocumented Immigrants in Texas: A Financial Analysis of the Impact to the State Budget and Economy,” Special Report of the Office of the Texas Comptroller (December 2006), p. 20.

149 Eduardo Porter, “Illegal Immigrants Are Bolstering Social Security with Billions,” *The New York Times*, April 5, 2005.

150 Ibid.

151 Social Security Administration Office of the Chief Actuary, 2004 Board of Trustees Report.

152 Randy Capps, Everett Henderson, Jeff Passel, and Michael Fix, “Civic Contributions: Taxes Paid by Immigrants in the Washington, D.C. Metropolitan Area,” report for the Washington Area Partnership for Immigrants (2006), p. 5.

immigrants and their children. Using this long-term view a 1997 landmark National Research Council study concluded that each immigrant would have a positive fiscal impact (discounted in 1996 dollars) on average of \$80,000.¹⁵³ The impacts are larger for high-skilled immigrants (\$198,000) and slightly negative for immigrants without a high school degree (-\$13,000).

When considering the local fiscal impacts of immigrants, communities should consider the impact on population and the federal funds foreign born population can bring to a region. In noting the difficulties that metropolitan Detroit has had in attracting immigrants in the last several years, a Detroit News article voiced “a concern because how much money a state or region gets from Washington depends largely on its share of the nation’s population. So does its representation in Congress.”¹⁵⁴ Slow population growth cost Michigan one congressional seat in 2000 and will likely cost the state another in 2010. A robust regional immigration pattern offers Michigan one of its best defenses against losing more power in the Congress and losing more federal dollars.

- **Myth #7: Immigrants cause crime**

As noted earlier, contrary to the stereotype of immigrant gang members ravaging ethnic neighborhoods, a growing body of evidence is surfacing that immigrant settlement into urban neighborhoods actually stops growth in urban crime rates.¹⁵⁵ Studies of ethnic enclaves in San Diego, El Paso, Miami, New York City, and Chicago support this contention.¹⁵⁶ New York Times columnist David Brooks noted that during the 1990s, while immigration rates “surged, violent crime [fell] 57 percent.”¹⁵⁷

In fact, the entire decade of the 1990s was characterized by high immigration, high urban growth, and significant drops in urban crime rates. In fact, **immigrants have been found to possess incarceration rates one-fifth that of native born Americans.**¹⁵⁸ The authors of this study tested this conclusion against groups of naturalized citizens (who no longer had to fear deportation) and found that the threat of deportation did not explain the results. Rather, the natural sorting out process that determines who immigrates to the U.S. seems to self-select persons with lower propensities to commit crimes.

- **Myth #8: Immigrants do not want to learn English or become Americans**

In 2007, 42.5 percent of all the foreign born in the United States (and 46.9 percent of the foreign born in Michigan) are naturalized citizens.¹⁵⁹ Within ten years of arrival, more than 75 percent of immigrants speak English well, and demand for English classes at the adult level far exceeds supply.¹⁶⁰ The Council of Economic Advisers notes that “although 72 percent of first-generation Latino immigrants use Spanish as their predominant language, only 7 percent of the second generation are Spanish-dominant.”¹⁶¹

In fact, these findings comport with those of the Global Detroit study. Our interviews of nearly 50 nonprofit immigration service providers demonstrated a strong demand for English classes and citizenship classes, as well as a general eagerness among immigrant communities to integrate into southeast Michigan.

153 Council of Economic Advisors at 5, citing J. Smith and B. Edmonston, “The New Americans: Economic, Demographic, and Fiscal Effects of Immigration” report for the National Research Council (1997).

154 Brad Heath, “Slow Immigration Rate May Cost Michigan Cash,” *The Detroit News*, May 13, 2005.

155 Eyal Press at 20.

156 Ibid.

157 David Brooks, “Immigrants to Be Proud Of,” *The New York Times*, March 30, 2006.

158 Kristin Butcher and Anne Morrison Piehl, “Why Are Immigrants’ Incarceration Rates So Low? Evidence on Selective Immigration, Deterrence, and Deportation,” *Federal Reserve Bank of Chicago, WP 2005-19*, November 2005, p. 28.

159 Migration Policy Institute, MPI Data Hub Migration Facts, Stats and Maps Michigan Fact Sheet on Social and Demographic Characteristics found at www.migrationinformation.org/datahub/state.cfm?ID=MI.

160 “Myths and Facts in the Immigration Debate,” *American Immigration Lawyers Association*, August 14, 2003.

161 Council of Economic Advisers at 2.

A GLOBAL DETROIT? WHY DETROIT SHOULD PURSUE STRATEGIES TO INCREASE ITS GLOBAL CONNECTIONS AND IMMIGRANT POPULATIONS

The city of Detroit, the metropolitan region, and the state of Michigan are in crisis. Our precipitous slide from one of America's most prosperous states to one of its poorest is historic. The global shift from an industrial, manufacturing era to a new economy has been decades in the making, but its true impact on the auto manufacturing sector only truly came to roost in Michigan over the last few years.¹⁶² With state unemployment leading the nation for most of the last couple of years and averaging nearly 15 percent, as well as unemployment as high as 30 percent in Detroit, Michigan's economy is in a tailspin and undergoing historical restructuring.

The experience has taken several years and will last for several more. Michigan has led the nation in population loss and experienced home foreclosure rates among the worst of all states, and at rates significantly higher than other Great Lakes states. The crisis has devastated the State's budget, which has failed to pass on time two of the last three years. Cuts have been made not only to arts and culture funding and economic development programs, but have been extended to colleges and universities, K-12 education, local police and fire protection services, and health care. State revenues are one-third smaller today than they were in 2003, the year Governor Jennifer Granholm took office.

Michigan's economic crisis begins with auto manufacturing, but it extends far beyond. The new economy is driven by technology, innovation, and knowledge. With slightly less than a quarter of its residents possessing a college degree, it will need to better educate its workforce to return to a global-leading region of prosperity. Additionally, Michigan will need to shed its image as a "rusting" former industrial center and recreate a new story centered on its leading research universities, its natural assets, and its connections to new growth industries.

It cannot do these things without a vibrant central city. Like it or not, much of Michigan and southeast Michigan's image is inextricably linked to Detroit, and Detroit is suffering. The City has endured rampant political corruption and teeters

on the brink of insolvency. While the official unemployment rate hovers just shy of 30 percent (three times the national average), Mayor Dave Bing has pegged the real unemployment rate (including the underemployed and those who have simply given up looking for work) at "closer to 50 percent."¹⁶³ Foreclosures are among the highest in the nation, as is vacancy and abandonment. The public schools are under the control of an emergency financial manager and current graduation rates suggest that something on the order of only one in four ninth grade students will complete high school four years later.

All of southeast Michigan, the state's largest and most prosperous region, is impacted by these realities. A struggling central city of just under one million residents has either contributed to, or been created by, (depending on one's viewpoint) unsustainable sprawling land use patterns, an inadequate regional mass transit system, and bitter regional tensions. Southeast Michigan is the second most segregated metropolitan region in America. New political leadership, particularly in the city of Detroit, offers new promise, but it is unclear that a new vision, beyond avoiding municipal bankruptcy and ethical conduct, is in place.

While there is general acknowledgment that a change is needed, there appears to be little consensus on what that might entail. Michigan suffers not only from an economic crisis, but a crisis of identity and a crisis of spirit. Michiganders and Michigan enthusiasts ask themselves, "Who are we? What is our future? What makes us great or unique? How do we restore prosperity?"

Fortunately, a cadre of Michigan's leaders has begun to provide the answers. They can be found in the speech given by The Henry Ford's President, Patricia Mooradian, before the Detroit Regional Chamber of Commerce's Mackinac Island Policy Conference in May 2009:

And it's never been more critical that we in Michigan focus intently on what [a better] future might look like. While it cannot and should not look like the past, our

¹⁶² U.S. auto manufacturing production peaked in 2000 and declines were relatively small until 2007.

¹⁶³ Mike Wilkinson "Nearly Half of Detroit's Workers Are Unemployed," *Detroit News*, December 16, 2009.



“The more immigrants that come, the bigger we will build our city.”

IRMA ELDER

When Irma Elder got married, her mother told her that a wife followed her husband no matter where he goes. For Elder, who met her husband while he was vacationing in her home state of Florida, that meant moving to Detroit.

“He was a general manager at a car dealership,” she says. “We made a pact that we would save money and buy our own dealership. My job was to save money, his job was to work and earn it.”

The couple met their goal in 1967, buying Troy Ford. It had opened the year before, and the original dealer had lost a lot of money. With support from Ford Motor Co., the Elders took over and slowly built their business.

“We went through the good times and the bad times,” says Elder. “The Ford strike really hurt us. The oil crisis really hurt all the dealers. And then the 80s came in and that was the worst time of all. We used every penny we had to keep going.”

Elder, whose family arrived in the United States from a small village in Mexico when she was 15, soon faced more tough times: her husband died of a heart attack in 1983, leaving her with three children to raise.

With the support of her family, friends and Ford, she decided to take over the business, becoming the first woman dealer in metro Detroit.

“We were broke,” she says. “I made the choice to take over the dealership. It didn’t sit well with a lot of people, but I did.”

“My parents and family were incredibly supportive,” she adds. “My brother told me, ‘You have to take over, and you can do it.’ Ford said to me, ‘If that’s what you want, we’ll support you every way we can.’ It took every bit of money I had to keep going in the business. But we made it.”

Indeed. Today Elder owns 10 dealerships, three of them in Florida. She says she made mistakes along the way, especially as she first expanded into Owosso and Perry, Mich. But she managed to stay afloat and even thrive, and says her success can be achieved by others.

“The Urban League was giving me an award that I was not going to accept, but I decided to accept because I want to tell the minorities, the people who have immigrated here, I want to tell the women: There is always hope,” she says. “Sometimes you fall, but you have to get up. This country was built on immigrants who came from all over the world. At the ultimate end the only thing that matters is your integrity, honesty and respect for other people. You cannot give up any of those values.”

Elder notes that her family members are accomplished in their own right: her sister was the first woman on the Florida Supreme Court and served as chief justice; she’s now on the 11th Circuit Court of Appeals. Her niece is a physician, one nephew works for the Federal Reserve Board and another is an attorney who graduated from Yale.

“These are immigrants,” she says. “This is what the immigrants are bringing in. People focus on the negative; they need to start focusing on the fact that this country was built by immigrants.”

“Everybody thought when my husband died that I would leave and go back to Florida where my family is,” she adds. “But I love Detroit. This is where my children went to school, this is where my husband and I made our life. Detroit has seen a lot of bad things but I think they have a future. I live in Bloomfield Hills. But when people ask me where are you from, I say Detroit. The more immigrants that come, the bigger we will build our city. We have to work to get a million people again. We have to welcome legal immigrants in. They’re going to build new businesses and bring new life to Detroit.”

state's future will be built on time-tested characteristics of innovation from earlier visionaries ... For the better part of the 20th century, Michigan was a hotbed of innovation and a powerhouse of progress that inspired the world. And then, we became too comfortable and change resistant ... It's that time again. We must write a new chapter in the story of American innovation.

The answers also can be found in the vision of the New Economy Initiative that states that southeast Michigan's transition into the new economy must be led through "talent, innovation, and culture change."

Creating a "Global Detroit" can be a key initiative to accomplish the objectives voiced by both Patricia Mooradian of The Henry Ford and the New Economy Initiative. The entrepreneurial energy and innovative spirit that fueled Detroit's leadership in the early 20th century are the same energy and spirit driving immigrants of the modern era. There is much commonality between Detroit's early industrial pioneers and innovators and the immigrant scientists, entrepreneurs, and venture capitalists that founded and run companies like A123 Systems, the Boston-based company investing billions of dollars on factories in Michigan to supply Detroit automakers with enough lithium-ion batteries for 500,000 plug-in electric cars or 5 million hybrid vehicles by 2013. And the entrepreneurial energy and innovative spirit driving A123 Systems is the same that drives tens of thousands of immigrant retailers all across urban America.

The dominance of the Big Three and 20th Century industrial culture offers both challenges and opportunities in creating a talent, innovation, and cultural change renaissance. In many ways, the dominance of the Big Three and 20th Century industrialism created a complacency, lack of entrepreneurialism, and crippling of innovative spirit.

Michigan's economic heritage also laid the seeds for a "Global Detroit" to emerge. The U.S. auto industry was nothing, if not global. Its dominance attracted global talent (engineers, designers, sales and marketing experts, accountants, financial experts, etc.) to southeastern Michigan to work in the auto

industry's global hub. It brought talented students to its universities. It gave Detroit its name throughout the world as the Motor City. And its product was sold in every corner of the globe.

Metro Detroit has a host of unique strengths to pursue a "Global Detroit" strategy of capitalizing on immigration and global connections to help fuel the talent, innovation, and culture change the region needs to speed entry into the new economy. Specifically, Detroit already possesses a large number of global firms, a bi-national business culture, and significant populations of educated immigrants and foreign university students. For a Great Lakes industrial center, it has a considerable foreign born population that already makes substantial contributions to the regional economy (in terms of new economy business startups, patent production, and overall economic output) and that already is connected to other regions across the globe. Finally, its urban areas possess a number of the traits that draw new immigrants, such as low housing costs, under-retailed urban markets, and low startup costs for new businesses.

• Building on the strengths of the Big Three

Because of its heritage as the world automotive capital, southeast Michigan already possesses some of the characteristics of a "Global Detroit." Michigan ranks 10th in the nation in the number of employees supported by U.S. subsidiaries of foreign firms with 195,500 workers employed, more than 5 percent of the workforce.¹⁶⁴ A significant portion of those workers (76,300) work in manufacturing and account for almost 12 percent of Michigan's manufacturing jobs. With an estimated 1,300 foreign firms in southeast Michigan alone,¹⁶⁵ and an estimated 900 firms located in Oakland County alone,¹⁶⁶ Michigan's foreign director investment compares favorably with many other states, such as Wisconsin (where an estimated 200 international firms employ 87,200 workers), Minnesota (86,500 jobs), and Indiana (148,000 jobs).¹⁶⁷ Even Ireland (the Celtic Tiger of the late 1990s whose growth is attributed, in part, to tremendous foreign direct investment) only houses less than an estimated 1,000 foreign firms.¹⁶⁸

¹⁶⁴ Organization for International Investment website "The Facts about Insourcing" Michigan Facts to Know at <http://www.ofii.org/mi.htm>.

¹⁶⁵ Estimate comes from a February 25, 2010 email from Angela Ladetto, Research Coordinator for the Detroit Regional Chamber of Commerce based upon a list of foreign firms in the 10-county region covered by the Chamber that she updates regularly.

¹⁶⁶ Estimate comes from a February 18, 2010 email from Maureen Krauss, Director of Community and Economic Development, Oakland County.

¹⁶⁷ Organization for International Investment website "The Facts about Insourcing" Michigan Facts to Know at <http://www.ofii.org/mi.htm>.

¹⁶⁸ "Ireland Vital Statistics" Industrial Development Agency (IDA) Ireland, January 2010 found at <http://www.idaireland.com/news-media/publications/library-publications/ida-ireland-publications/Vital-Statistics-Dec-2009.pdf>.

Another aspect of Detroit's global leadership in the automotive industry that will assist in the development of a "Global Detroit" centers on the bi-national business culture that has developed. With more automobiles being assembled in Ontario than in Michigan, North American companies have established a complex web of supplier, design, manufacture, transportation, and sale relationships that exploit the comparative advantages of the U.S. and Canada on virtually every aspect of the automotive business. With differing labor, health care, tax, importation, and transportation costs, rules, and regulations, North American automotive companies located business activities on whichever side of the border provided the most comparative advantage. It is said that the piston in a North American car travelled across the U.S.-Canadian border seven times as it was manufactured before it was placed into a final vehicle.

This level of trade and business between southeast Michigan and southwest Ontario (over \$150 billion annually) created a

bi-national business culture of sorts. In other words, the region possesses a significant number of customs brokers, attorneys, accountants, banks, and other forms of business support and services that are competent to assist other industries that might want to do business between the U.S. and Canada, as well as assist in other aspects of international business.

- **Southeast Michigan's foreign born: Drivers of the New Economy transition**

Metro Detroit possesses an attractive global resume compared to its other Great Lakes regional brethren. While Midwestern areas significantly lag behind immigrant hotbeds of the coastal cities, southwest, south and southeast, Detroit has a comparatively large immigrant population. As demonstrated in Table 1, Chicago is the only Midwestern metropolitan area possessing a larger number of foreign born than Detroit, whose foreign population is 365,000.¹⁶⁹

Table 1
Foreign Born in Large Midwest Metros

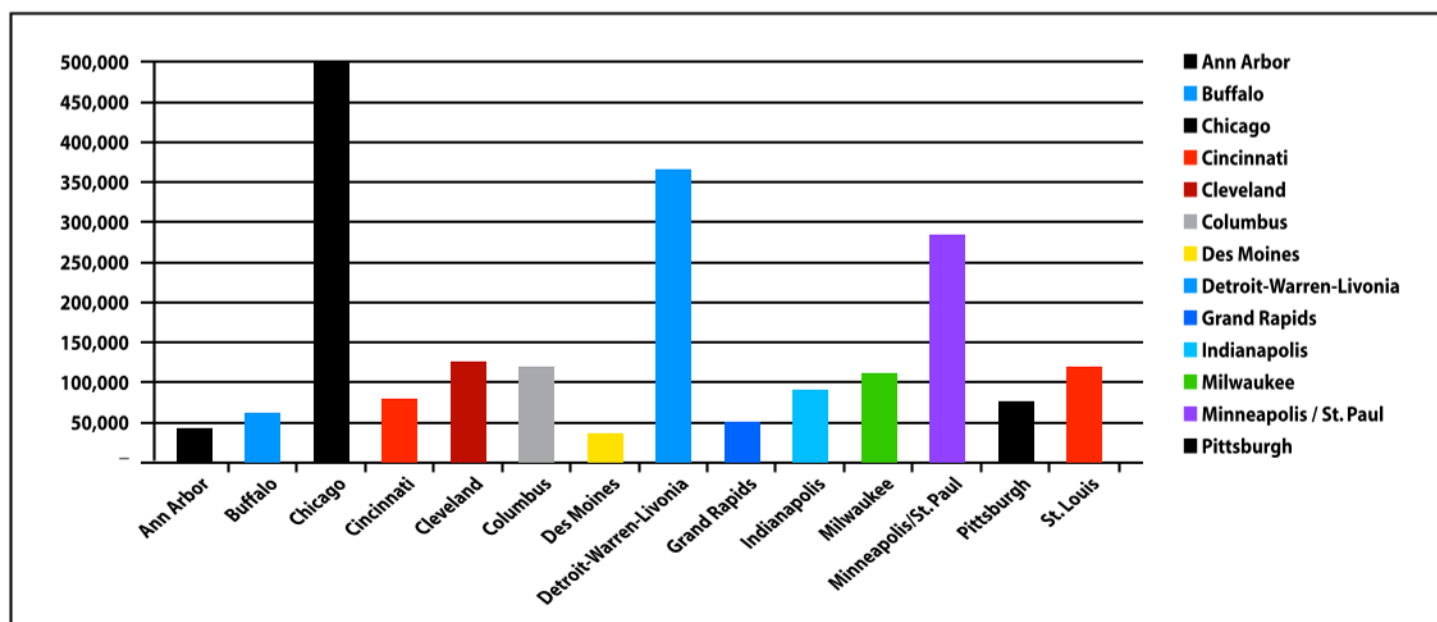
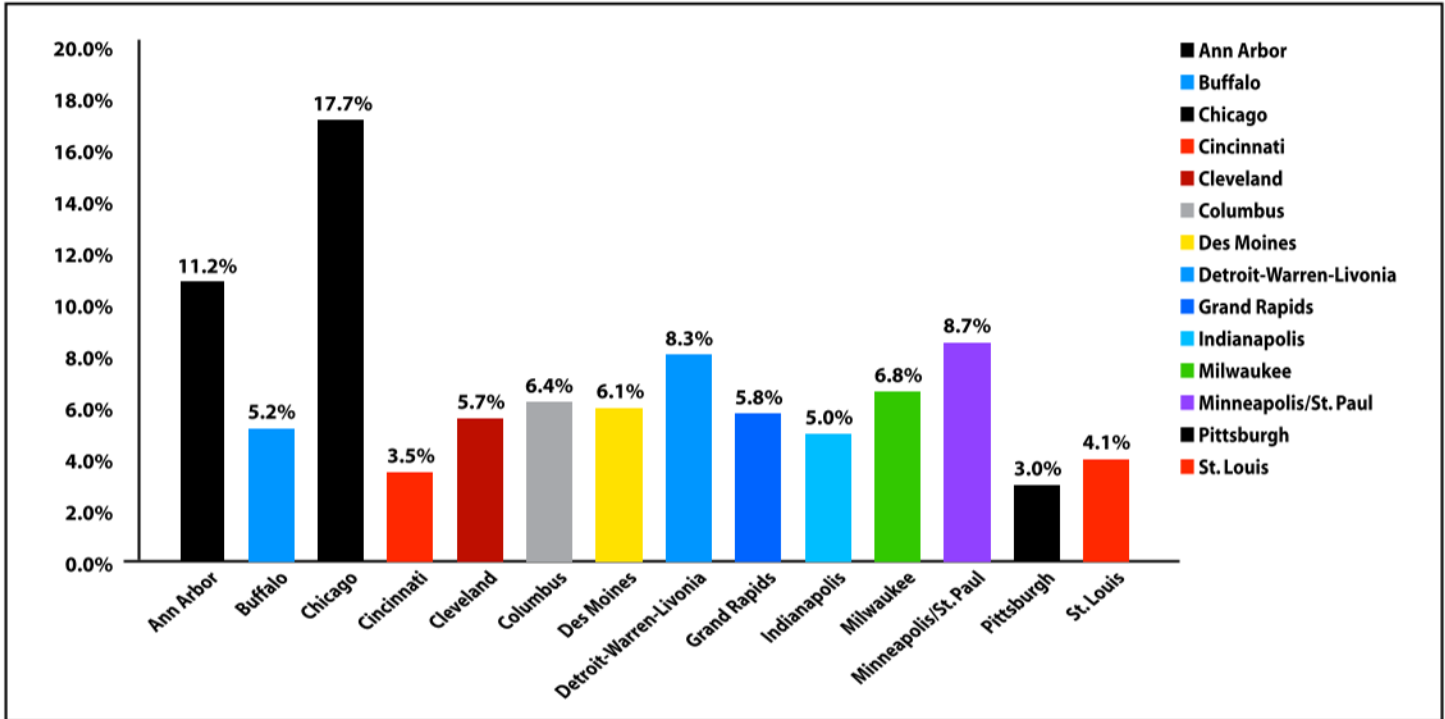


Figure 2
Percent Foreign Born in Large Midwest Metros



As the 10th largest metro area in the U.S., it is not surprising that metro Detroit has more foreign born than other Great Lakes metro areas. Yet, when the numbers are adjusted to reflect the proportion of foreign born, metro Detroit's 8.3 percent foreign born population still fares well among its Great Lakes peers, with only Chicago (17.7 percent foreign born) and Minneapolis/St. Paul (8.7 percent foreign born) exceeding metro Detroit in areas with more than one million as demonstrated in Figure 2.

Not only does Detroit possess a relatively large foreign population for a Midwestern region, like many Midwestern areas, the foreign born population is more highly-educated on average than the non-immigrant population. **From a statewide perspective, foreign born Michigan residents are 56 percent more likely to possess a college degree. A full 37 percent of Michigan's foreign born possess a four-year**

college degree as compared to 23.7 percent of American-born Michigan residents.¹⁷⁰ As a Midwestern city, metro Detroit is not unique in having a highly-educated immigrant population. Table 3 demonstrates immigrant populations in metro areas across the Great Lakes are highly-educated, with 40 percent or more possessing a bachelor's degree or higher in Buffalo, Cincinnati, Columbus, Pittsburgh, and St. Louis.¹⁷¹

Other Great Lakes metros may have populations of foreign born that have higher education rates, yet, metro Detroit is second only to Chicago of the proportion of all college graduates in the region who are foreign born. In other words while metro Detroit and metropolitan Minneapolis/St. Paul possess nearly the same proportion of foreign born residents, the foreign born constitute a much larger share of all of metro Detroit's college educated.

¹⁷⁰ Migration Policy Institute, MPI Data Hub Migration Facts, Stats and Maps Michigan Fact Sheet on Language and Education found at www.migrationinformation.org/datahub/state2.cfm?ID=MI.

¹⁷¹ Table from Lombardi and Testa.

Table 3
Percent Foreign Born with at Least an Undergraduate College Degree

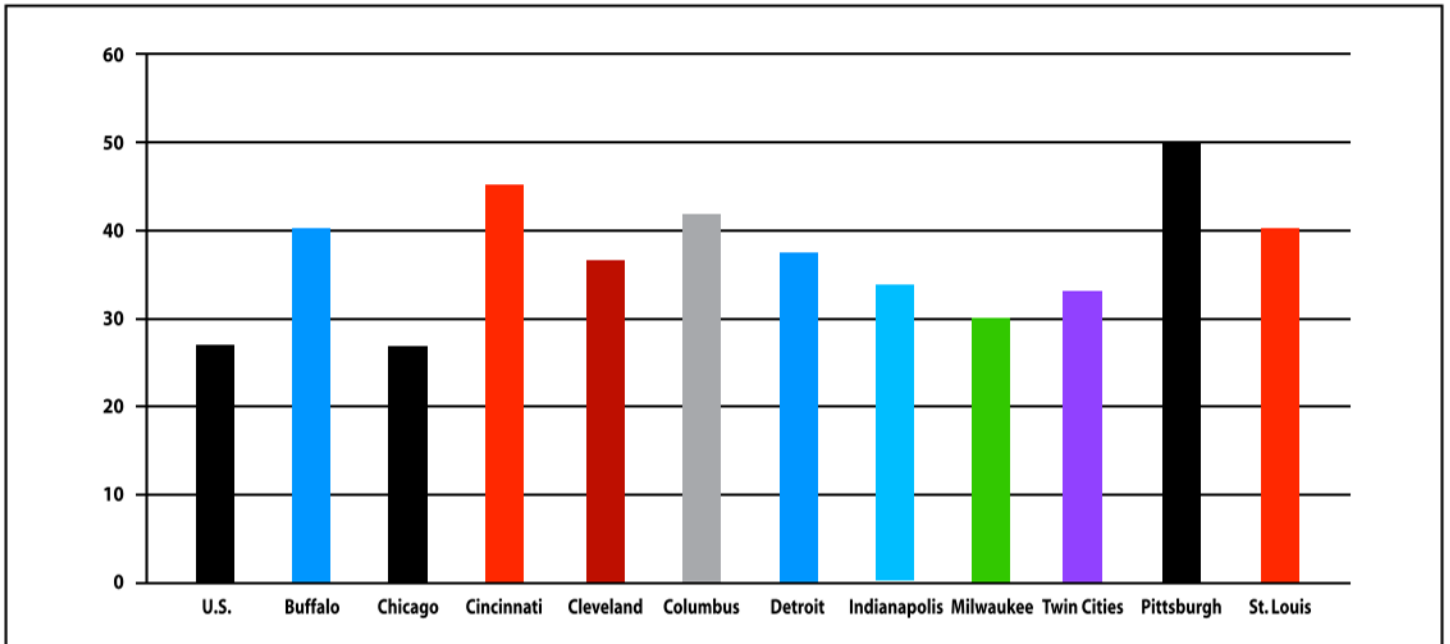
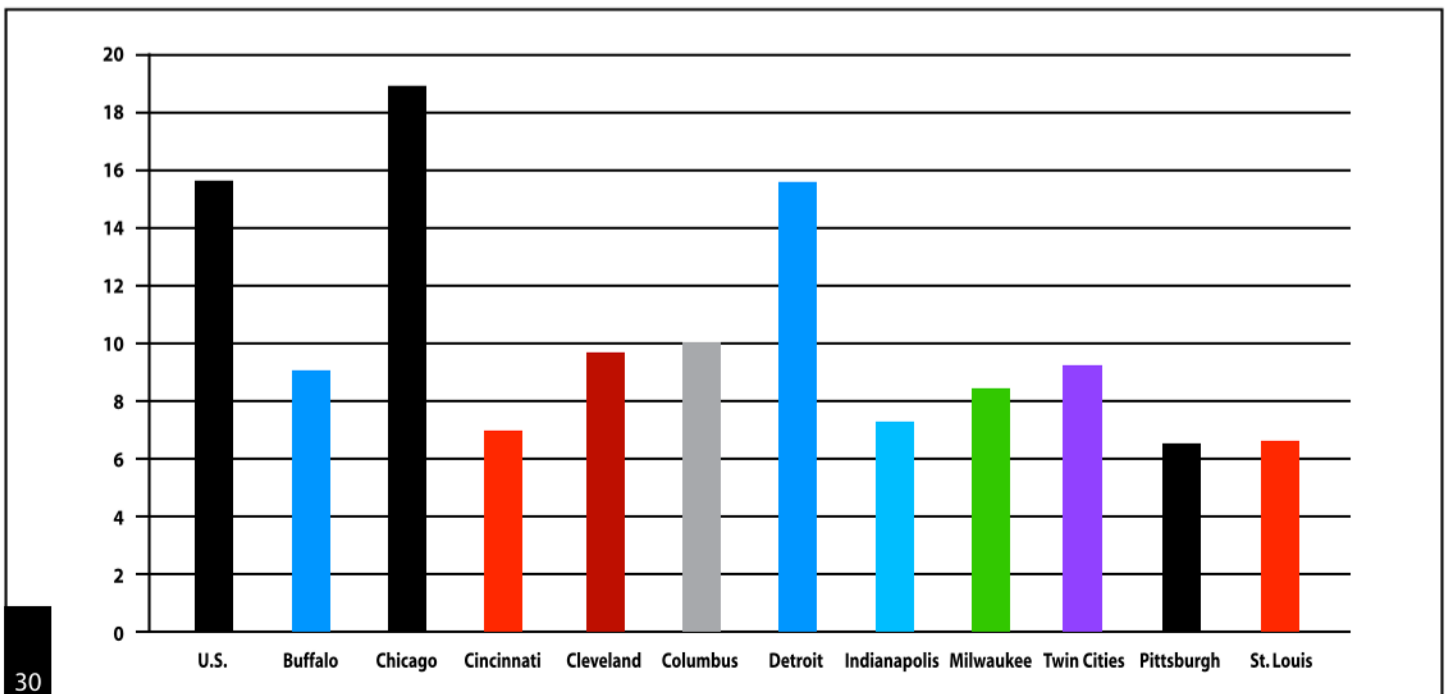


Figure 4
Percent of Metro Area's College Educated who Are Foreign Born



Not only is Michigan's foreign born population highly educated, they are particularly productive as drivers of the state's evolution into the new economy. As noted earlier, Michigan had the third highest proportion of high-tech startups with immigrant founders of any state between 1995 and 2005 with 32.8 percent of all Michigan high-tech startups being launched with at least one immigrant founder.¹⁷² Michigan trailed only California (which was first at 38.8 percent) and New Jersey (which came in second at 37.6 percent). Michigan's foreign born were responsible for a greater share of high-tech startups in their state from 1995-2005 than the foreign born of Massachusetts, Illinois, New York, Florida, Texas, Pennsylvania, Ohio, North Carolina, or Washington. This is especially astounding given the fact that Michigan ranked 24th in the 2000 Census among states as to the proportion of foreign born, implying that immigrants started high-tech firms in Michigan from 1995-2005 at 619 percent the rate of their proportion in the general population!

Other evidence of Michigan's foreign born serving as catalysts for the state's transition into the new economy can be found by looking at patent applications. 22 percent of the international patent applications originating from Michigan in 2006 had one or more foreign nationals as an inventor, ranking the state 8th among all 50 states.¹⁷³ When one adds naturalized citizens it is estimated that foreign born Michigan residents were nearly seven times more likely to file an international patent than the average Michigan resident in 2006.

Finally, Michigan's foreign born play a significant role in helping to transform our culture to a more entrepreneurial one. One of the characteristics of our region's economic behavior that has slowed our transition into the new economy has been the lack of entrepreneurialism compared to

other regions. The 2008 Kauffman Index of Entrepreneurial Activity ranked Michigan (at 0.28 percent) as the 26th most entrepreneurial state, with 280 business starts per 100,000 people each month.¹⁷⁴ Metro Detroit (at 0.25 percent) fared a bit worse, ranking 13th among the 15 largest metropolitan areas in terms of its entrepreneurial activity with 250 businesses started per 100,000 people per month.¹⁷⁵

Immigrants in Michigan have worked hard to inject more entrepreneurialism into the Detroit area. With 2,276 new immigrant business owners from 1996-2007, Michigan ranked seventh in the nation for the gross number of new business owners, leading all Midwestern states other than Illinois.¹⁷⁶ These 2,276 new immigrant business owners in Michigan represented 15.8 percent of all new business owners in Michigan, suggesting that in Michigan, immigrants were nearly three times as likely as native born residents to start a business between 1996-2007.¹⁷⁷ Additionally, these immigrant business owners brought in \$1.5 billion in business income in 2000, representing 8.4 percent of the total business income generated by Michigan business owners in that year.¹⁷⁸

Michigan's foreign born are not only entrepreneurial, but, as in most regions, they are of prime working age. This is particularly important in a rapidly aging state like Michigan. Sixty-four point four (64.4) percent of the state's immigrant population is of working age compared to 50.8 percent of the non-immigrant population.¹⁷⁹ The Regional Forecast for 2035 prepared by the Southeast Michigan Council of Governments (SEMCOG), the region's metropolitan planning organization, estimates that the region's senior population will increase from 12 to 24 percent in the next 25 years.¹⁸⁰ This aging of southeast Michigan's population "foreshadow[s] a serious labor shortage further down the road."¹⁸¹

172 Vivek Wadhwa, AnnaLee Saxenian, Ben Rissing, and Gary Gereffi "America's New Immigrant Entrepreneurs" Duke University and University of California-Berkeley, January 4, 2007, p. 13, found at <http://ssrn.com/abstract=990152>.

173 Richard Freeman, Gary Gereffi, Guillermina Jasso, Ben Rissing, and Vivek Wadhwa, "America's New Immigrant Entrepreneurs, Part III: Intellectual Property, the Immigration Backlog, and a Reverse Brain-Drain" August 2007, p. 7.

174 Robert Fairlie, Kauffman Index of Entrepreneurial Activity 1996-2008, April 2009, p. 18.

175 Robert Fairlie, Kauffman Index of Entrepreneurial Activity 1996-2008, April 2009, p. 22.

176 Robert Fairlie, "Estimating the Contribution of Immigrant Business Owners to the U.S. Economy," Small Business Administration Office of Advocacy, November 2008, p. 23.

177 Ibid.

178 SBA Report at 28.

179 Migration Policy Institute, MPI Data Hub Migration Facts, Stats and Maps Michigan Fact Sheet on Workforce Characteristics found at www.migrationinformation.org/datahub/state3.cfm?ID=MI.

180 Xuan Liu, "The Changing Demographics of Southeast Michigan" Power Point presentation, under notes to slide 20 based on Donald Grimes and George Fulton "Region in Turbulence and Transition: The Economic and Demographic Outlook for Southeast Michigan Through 2035" prepared for SEMCOG March 2007.

181 Donald Grimes and George Fulton "Region in Turbulence and Transition: The Economic and Demographic Outlook for Southeast Michigan Through 2035" prepared for SEMCOG March 2007, p. 35.

A final measure of metro Detroit's foreign born population is its productivity and disproportionate contribution to the region's wealth. Metro Detroit possesses the third largest Immigration Economic Contribution Ratio (IECR) among the 25 largest metro areas. The IECR is a statistical measure of the share of a metropolitan region's wage and salary earnings, as well as proprietors' income, produced or received by the foreign born. Detroit's high IECR of 1.30 means that the foreign born in southeast Michigan produce 30 percent more of the prosperity in the region than their share of the population. If an IECR remains constant with significant growth of an immigrant population (a fact that has not been researched or tested), then there may be no more powerful strategy for the prosperity crisis facing southeastern Michigan's than increasing the share and number of immigrants.

● Opportunities for a more Global Detroit

Michigan possesses a number of assets to build upon and expand the contributions that its foreign born already are making towards Michigan's economic transformation in the new economy. First, the state is blessed with a large foreign student population. Michigan is home to world-class colleges and universities that have attracted students from all over the world. With only the 15th largest foreign born population (in terms of its overall size) and 25th largest percentage of foreign born of the 50 states in 2007, Michigan's foreign student population ranked 8th in the nation, with 23,617 students in 2008-09 at its colleges and universities.¹⁸²

Tables 5, 6, and 7 demonstrate diversity among the universities of study, as well as the countries of origin of these foreign students in Michigan.¹⁸³ In addition to the nearly \$600 million in estimated expenditures these students make in Michigan each year they are here studying, these foreign students represent a huge source of global talent that is flowing through the state.¹⁸⁴ Thirty-eight point four (38.4) percent of the foreign students in Michigan are studying in the STEM (science, technology, engineering, and math) fields compared to a national average for undergraduate students of 13.7 percent.¹⁸⁵ According to the American Association of

Engineering Societies, 44 percent of all engineering master's degrees awarded in Michigan are to foreign nationals, and nearly 62 percent of all engineering Ph.D.s.¹⁸⁶ Getting these talented students to remain in Michigan and become part of the talent, innovation, and culture change driving the new economy is an untapped challenge that lays ahead.

Table 5
Foreign Students in Michigan, National Rank and Economic Impact

	Rank in US	Total
FOREIGN STUDENTS IN MICHIGAN	#8*	23,617 (up 3.3%)
ESTIMATED FOREIGN STUDENTS EXPENDITURE IN MICHIGAN (in millions of dollars)		\$592.4

* Rankings include all 50 U.S. states in addition to Washington, D.C.

Table 6
Michigan Institutions with the Highest Number of Foreign Students

Institution	City	Total
UNIVERSITY OF MICHIGAN AT ANN ARBOR	Ann Arbor	5,790
MICHIGAN STATE UNIVERSITY	East Lansing	4,757
WAYNE STATE UNIVERSITY	Detroit	2,632
WESTERN MICHIGAN UNIVERSITY	Kalamazoo	1,354
EASTERN MICHIGAN UNIVERSITY	Ypsilanti	1,006

Table 7
Leading Places of Origin for Foreign Students in Michigan

Place of Origin	Total Number	% Total
CHINA	3,556	18.1
INDIA	3,238	16.5
SOUTH KOREA	2,464	12.5
CANADA	2,356	12.0
TAIWAN	765	3.9

¹⁸² "Open Doors 2009 State Fact Sheet Michigan," Institute of International Education, November 16, 2009.

¹⁸³ All Tables are from Open Doors 2009, Institute of International Education.

¹⁸⁴ Ibid.

¹⁸⁵ Michigan numbers from Open Doors 2009. National numbers are from Xianglei Chen and Thomas Weko, "Students Who Study Science, Technology, Engineering and Mathematics (STEM) in Postsecondary Education" for the National Center for Education Statistics, U.S. Department of Education, NCES 2009-161, July 2009, p. 4.

¹⁸⁶ Compete America, The Alliance for a Competitive Workforce, citing "Engineering and Technology Degrees 2007" study of the American Association of Engineering Societies.

Detroit has its own unique offerings that could assist in attracting and growing its immigrant population. First, the region offers an abundant supply of low-cost housing and a low cost of living. Some knowledgeable immigrant communities, such as the Bengali community in Hamtramck, already have immigrated to Detroit from cities, like New York, in search of more affordable housing. Not only are homes affordable in the metro region, but Detroit offers single-family housing with ample room for gardens, as well as a thriving urban gardening community. These kinds of amenities can offer a unique appeal to the foreign born who often had such amenities in their home countries.

Detroit also is the perfect location for entrepreneurial immigrant retailers. The challenges and opportunities of the Detroit retail market compliment the strengths and weaknesses of the traditional urban immigrant retailer. Lacking capital, immigrant entrepreneurs look for opportunities with low start-up costs.

¹⁸⁷ Detroit's low real estate costs help address this concern. Research has shown that immigrant retailers "often expand into underserved markets; they seek out enterprises with low start-up costs and low economies of scale; and they provide goods when demand is unstable or uncertain."¹⁸⁸

JORDI CARBONELL

Cafe owner Jordi Carbonell relocated from Barcelona to Detroit for love, but his relationship with his adopted community of Southwest Detroit plays no small part in keeping him here.

Carbonell met his wife, Melissa Fernandez, a second generation resident of Southwest Detroit, in 1996 while she was studying abroad in Spain. The couple resided in Miami for a couple of years before returning to Fernandez's hometown with a dream of opening a coffee shop.

Their idea was founded on the basis that strong communities need a central gathering space. "We filled a hole in the neighborhood: a place for meetings, networking," says Carbonell. Calling himself a "city boy," he says that Southwest Detroit offers business ventures "density" and a lack of competition. "The neighborhood didn't have this type of industry," he points out.

Now, the bustling Cafe con Leche sits at a busy corner on Southwest Detroit's main street, W. Vernor. Kathy Wendler, president of the agency tasked with managing that commercial district, says that the coffee shop is integral to the life of the neighborhood. "It's the kind of place where you know immediately you're part of a community -- of residents, high schoolers, travelers in cyberspace, and young and old hatching plots to save the world!"

Cafe con Leche faces a park and the shop's large windows showcase the comfortable cafe from outside -- and the considerable foot traffic that passes it from within. "That's one of the things I like about this corner," Carbonell says. "City people want to see this in a city -- that's one of my motivations for opening every day."

Carbonell was assisted by the International Institute and La Sed when he first arrived to the Detroit area, but thinks that newcomers would benefit from some concentrated information services to help them adjust. After eight years in Metro Detroit, he says, "I still don't know a lot about the East Side."

Although Carbonell claims to keep "one eye on Spain," it is clear that he has made a home here. "The neighborhood found me," he says.



"City people want to see this in a city -- that's one of my motivations for opening every day."

¹⁸⁷ Research Perspectives on Migration, a joint project of the International Migration Policy Program of the Carnegie Endowment for International Peace and the Urban Institute, January/February 1997, Volume 1, Number 2, p. 6.

¹⁸⁸ Ibid.

The city of Detroit is one of the most “underserved” retail markets in America. In fact, according to research from Social Compact, a full \$1.7 billion of annual retail purchases from Detroit residents, representing more than one-third of all their annual retail buying, is spent outside the city’s limits.¹⁸⁹ This suggests that there are hundreds of millions of dollars that could easily be re-directed to new urban retailers if the retail offerings within the city were more robust. Some of the reasons that more retailers may not have opened or maintained stores in Detroit related to uncertain demand and perceptions of crime. Yet, throughout urban America, immigrant retailers have proven adept at overcoming these barriers and starting ethnic retail districts that thrive in once-abandoned commercial districts.¹⁹⁰ In fact, it has already started to happen in metro Detroit:

“When you look at real entrepreneurial neighborhood development and the impact of retail, look at southwest Detroit, Hamtramck, Dearborn, and other areas of new immigrant population. Drive up John R or Dequindre and you’ll see Thai and Vietnamese restaurants, Thai video stores, and all of these different new markets opening up,” [Kurt Metzger, a demographer and executive director of Data-Driven Detroit] says. “Whether it’s the Arab community, the Chaldeans, Latinos, Albanians, Indians, Chinese, Filipinos, you name it, they’re here. Many people don’t realize we already have a very diverse population here. A lot of immigrants are arriving while the area still loses its population, which is maintaining itself, really, through immigration.”¹⁹¹



KAZI MIAH

From Bangladesh, Kazi Miah and his family moved to Queens, New York when he was nine years old. In search of a less expensive cost of living, his family decided to relocate when he was 18. The choice came down to Atlanta or Detroit. “People that lived here had positive things to say about Hamtramck,” he says, citing its sense of community, religious diversity and walkability as some of its positives. “I’m happy my dad moved here...my time and service are more valuable here than in New York -- in New York, I’d be a needle in a haystack.”

At the young age of 30, Miah has already left a mark. He quickly landed a job at a local branch of National City Bank, which is where he “started meeting people in the community,” he says. Now, he also owns a pizza parlor that blends Indian, Italian, Middle Eastern and American cuisines and runs an after school program for Bangladeshi youth. “When I moved here, I recognized a lack of youth guidance in the Bangladeshi community,” he says.

Miah utilized the structure of an existing agency as a platform for his efforts, but believes the immigrant community could greatly benefit from structural assistance in starting such initiatives. Currently, most services, including education, translation, transportation and connectivity to agencies such as the Secretary of State and Social Security Administration are informal, but he sees a need for a “constructive organization” to lend a hand to newcomers just arriving.

Bouyed by his business and community successes and inspired by the Barack Obama campaign that he volunteered for, Miah ran for a seat on the Hamtramck City Council in 2009. He started knocking on doors in search of votes from all demographics. “There was mean stuff, discouraging stuff, doors slammed in my face,” he says, but he ended up as the top vote-getter in the race and began his term in 2010. “I was a Muslim kid in a traditionally Polish Catholic town, but everyone voted for me -- they saw me for who I am.”

“I’m happy my dad moved here... my time and service are more valuable here than in New York...”

189 Conversation with Olga Stella, Director of Strategy and External Affairs, Detroit Economic Growth Corporation, February 10, 2010.

190 Bowles and Colton at 10.

191 Tanya Muzumdar “The Nations of Michigan” Metromode, May 10, 2007.

GLOBAL DETROIT STRATEGIES AND RECOMMENDATIONS

The Research Process

In March 2009, Steve Tobocman, managing partner of the New Solutions Group, LLC and a former State Representative and House Majority Floor Leader, began what would be hundreds of hours of research, meetings, conversations, and best practices visits to determine the impact that immigrants were having on southeast Michigan's economy and to identify strategic opportunities. Academics, business leaders, ethnic chamber leaders, hospitals, universities, economic development agencies, African-American leaders, foreign consulates, and immigration service providers were interviewed. Connections and visits were made to immigrant and international talent retention and attraction initiatives in Cleveland, Philadelphia, and Pittsburgh. Similar conversations were had with Kitchener-Waterloo's efforts outside of Toronto, as well as Center for an Urban Future in New York City. National researchers at the Brookings Institution and Fiscal Policy Institute were consulted. A full list of the interviews conducted appears at Appendix I.

The insights and strategies in the Global Detroit study are not unique (with the possible exception of the advantages that Detroit has from its relationship with Windsor, Canada and the potential for recruiting global firms who face growth barriers from restrictive U.S. immigration laws). Most of the strategies are modeled upon existing programs across the country, expansion of programs that already exist, or have been conceived by other immigration retention and attraction initiatives, but never funded.

From the outset of the Global Detroit study, research and interviews were conducted to create a Welcome Mat, or inventory, of services and resources available to immigrants in southeastern Michigan. Nearly 50 individual nonprofit immigration service provider organizations were contacted and interviewed. Each organization was interviewed in person and a researcher from New Solutions Group (interviews were conducted by Kate Brennan, Melissa Garcia, Joe Person, Andrew Sokoly, and Steve Tobocman) worked from a pre-written 21-page survey which appears in Appendix 2. Effort was made to inventory existing programs, as well as to create recommendations to improve the Welcome Mat network of services offered. The preliminary results of these surveys were unveiled at a public meeting with 30 attendees from over 20

organizations, and input was taken on the recommendations to improve the Welcome Mat, including a voting process.

During the first several months of this work, 45 distinct strategy proposals were identified and appear under Appendix 3. The Advisory Board members sat through hours of explanation of these strategy ideas and ranked them across a variety of factors. In the end, ten of the top eleven ranked strategies were identified for further consideration. An eleventh strategy emerged during discussions with the Advisory Board after an initial draft report was written. Collectively, these strategies are targeted at producing four strategic outcomes. Specifically, the Advisory Board believed that a Global Detroit should seek to:

- 1. Make the region welcoming to the international community and immigrants.**
- 2. Attract international investment and businesses that create jobs.**
- 3. Strengthen, grow, and revitalize neighborhoods in the city of Detroit and in the region's core communities.**
- 4. Attract and retain international talent, including foreign students, to the region.**

The last half of the study was spent developing the eleven initiatives, as well as drafting the final study. Collaborations were formed around creating a Welcome Mat, retaining foreign students, implementing a Welcoming Michigan campaign, revitalizing Detroit neighborhoods, creating an EB-5 regional investment center, and working with Canadian economic development officials to attract global firms. Existing organizations were contacted about expanding the Cultural Ambassadors program and creating a Mayor's Office of Global Affairs.

During the research and development process, a number of suggestions were made to alter federal laws concerning immigrants and immigration. Global Detroit was never meant to be a public policy initiative and the study sought to avoid public policy debates. Appendix 4 provides some of the public policy reforms that were expressed to the author during the study, but in no way reflect a

position of Global Detroit, its Advisory Board, the author, or the study's funders.

Strategy #1: Welcoming Michigan: Developing a local communications strategy and building a "Region of Neighbors"

America's growing immigrant population

In the past 30 years America has experienced a resurgence in immigration and growth in its foreign born population that it has not experienced since the early 1900s. Since 1980, America's foreign born population has grown more than 250 percent from 14.1 million residents in 1980 to 38.1 million in 2007. In 1990, one in twelve Americans was an immigrant. By 2007, one in eight Americans were foreign born and the ratio is projected to leap to one in five by 2050.¹⁹²

Michigan has experienced its own version of this trend. In 1990, only 3.8 percent of the state's population was foreign born. Today it stands at 6.1 percent. Metro Detroit has led this growth. While only 5.5 percent of the metro area's residents were foreign born in 1990, today that number stands at 8.3 percent and reflects one of the most diverse regional populations of any Great Lakes metropolitan region.

Across the country, these demographic shifts have led to increased anxiety among native born U.S. residents. This anxiety has in turn led to mistrust and fragmentation within communities, a record increase in hate crimes targeting foreign born residents, and reluctance among immigrants to interact with long-time residents, hindering the integration of immigrants into mainstream American society.¹⁹³

Immigrant contributions to economic growth

There is significant evidence and a growing understanding that America's foreign born can be key drivers of our economic growth, our transition into the new economy, and continued prosperity into the 21st Century. U.S. foreign born are responsible for a disproportionate share of high technology

startups, patent developments, and the number of degrees and workers in STEM (science, technology, engineering, and mathematics) fields, all of which are key economic indicators of the new economy. Evidence also exists that immigrants are more entrepreneurial and have been catalysts for revitalizing and stabilizing America's cities (additional characteristics that are linked to a region's movement into the new economy).

The story is particularly true in southeast Michigan. While only slightly more than 5 percent of the population, Michigan's foreign born were responsible for one-third of all high tech startups from 1995-2005. They started close to 16 percent of all businesses in Michigan during that time, and an estimated 41 percent of international patent applications from the state in 2006 had at least one foreign born inventor (when naturalized foreign born are factored into the hard data). Immigrants in Michigan are one-and-a-half times more likely to possess a college degree. Finally, the foreign born population in metro Detroit contributes to total regional economic output at a higher rate than all but two of the 25 largest metro areas.

Global Detroit and a Welcoming Michigan campaign

At the same time that metro Detroit has great reason to celebrate its international diversity, it faces significant challenges integrating and growing this population. Metro Detroit is the nation's second most racially segregated metropolitan area in the nation, after Gary, Indiana.¹⁹⁴ Unlike other immigrant gateway cities like Chicago, Los Angeles, Miami, or New York, Detroit has a lower percentage of foreign born residents in its central city than in its suburbs.¹⁹⁵ This uniquely 21st Century growth pattern suggests a variety of challenges to immigrant integration that go beyond the scope of this study.

Regardless of the central city or suburban context, immigrants flourish in environments that are characterized by mutual respect and cooperation. The Welcoming America campaign is a national, grassroots-driven collaborative that works to create an atmosphere—community by community—in which

192 <http://pewhispanic.org/reports/report.php?ReportID=85>.

193 Welcoming America materials "Strengthening U.S. Communities through a New Approach to Immigrant Integration" citing <http://www.splcenter.org/news/item.jsp?aid=186>.

194 David Rusk "Sprawl, Race, and Concentrated Poverty: Changing the 'Rules of the Game'" paper prepared for Gamaliel Foundation, at 8. See <http://www.gamaliel.org/DavidRusk/Fannie%20Mae-Atlanta%20speech.pdf>.

195 4.8 percent of Detroit's population was foreign born in 2000, compared to 8.3 percent of the Metro Detroit suburbs. See Audrey Singer, "The Rise of New Immigrant Gateways," for the Brookings Institution Center on Urban and Metropolitan Policy, February 2004, pp. 24 and 26.

immigrants are more likely to integrate into the social fabric of their adopted hometowns. Such welcoming communities tend to attract immigrants: especially the most skilled, highly-educated, and talented who have greater opportunities to choose where they live.¹⁹⁶

The Welcoming America national desk supports statewide efforts in 14 states. Each local campaign is unique, adapting to different community realities, yet, all of the campaigns center on a three-prong approach.



1. Community Organizing

One of the keys to Welcoming America's success is its local nature. Individuals in any given community are more likely to listen to people living in their community than to "outsiders." Welcoming campaigns are driven by locally-created "Welcoming Committees," which become the "nerve centers" for the initiative. Welcoming Committees become the place where community members who decide they want to improve the climate for immigrants in their region learn to go. They also are the driving force behind the two other, complementary Welcoming strategies. The local messages and fundraising needed for the communications strategy is provided by the committee. The committee also recruits and trains individuals to do public engagement and maintains contact with the growing number of supporters it has identified in its community.

2. Communications

In many U.S. communities, the messages native-born community members hear about immigrants are, in large part, negative. One need only watch the local news or turn on talk radio to verify this. The Welcoming America campaigns attempt to change the messages people hear about immigrants in local communities by utilizing a number of key communications tools, such as billboards, interactive websites, press conferences, press releases, and letters to the editor.

The communications campaign also acts as a mass-marketing campaign, alerting thousands of individuals who are either "untapped" or "unsure" that there is a place they can go to either become active, or at least learn more about the changes taking place in their community.

For a Global Detroit initiative to be successful, we must re-tell the story of how metro Detroit's foreign born contribute to the region's success. Whether it be ethnic retailers and new residents revitalizing commercial corridors and neighborhoods in Dearborn, Hamtramck, or Southwest Detroit, or foreign born lithium battery scientists and venture capitalists at A123 Systems who promise to pioneer the electric cars of tomorrow, we must tell the story of southeast Michigan's immigrant partners in our rebirth.

3. Public Engagement

This strategy centers on engaging members of the U.S.-born community in venues that are convenient and comfortable for them. Some examples include places of worship, community centers, civic clubs, local schools, and universities. Ideal presentations and dialogue sessions are facilitated by at least one native-born resident and one recent immigrant from the community. Individuals who facilitate such conversations are called "welcoming ambassadors," and are trained by local Welcoming affiliates or Welcoming Committees. Welcoming participants overwhelmingly agree that direct contact is the most effective way to transform the way community residents think about immigrants and immigration. Direct engagement presents an opportunity for immigrants to demonstrate the values they share with their new neighbors. These meetings also create a forum to openly discuss apprehensions and

¹⁹⁶ While not always labeled as "Welcoming" initiatives, such programs are suggested by Richard Florida's *Flight of the Creative Class* (2006); Paul Brophy and Joy Borkholder's "Strengthening Portal Neighborhoods," report for CEO for Cities (February 19, 2007) at 12; and Audrey Singer's *The Rise of New Immigrant Gateways*, for the Brookings Institution Center on Urban and Metropolitan Policy (February 2004) at 15-19.

WELCOMING AMERICA EMPLOYS A THREE PRONGED STRATEGY TO ACCOMPLISH ITS MISSION

(A) **Community organizing:**

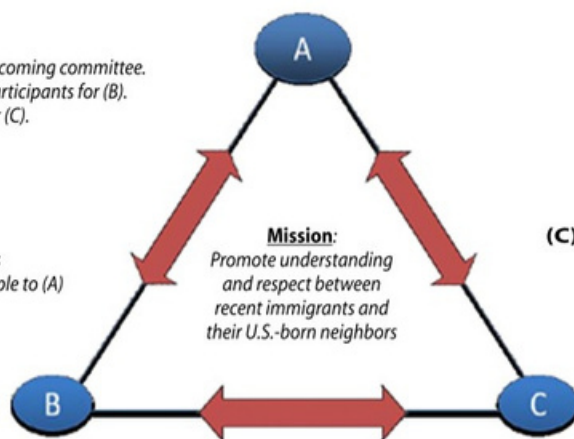
CAMPAIGN STARTS HERE with creation of Welcoming committee.
Committee Recruits and trains presenters and participants for (B).
Also helps fundraise and do messaging for (C).

(B) **Public engagement:**

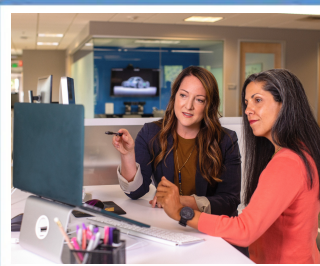
Presentations/Dialogues help transform people's
opinions about immigrants and drive people to (A)

(C) **Strategic Communications -**

Communications work starts to challenge the way
people think about immigrants in their community.
Helps drive both the unsure and the untapped to either
(B) or (C)



Community organizing:
empower community members to
manage local campaigns, recruit
new supporters, train presentation
facilitators; fund-raise;
and communicate externally.



Communications:
disseminate positive messages
about immigrants by using
multiple channels (e.g. billboards,
new media, etc.) to educate and
recruit new allies on a mass scale.



Public engagement:
conduct community
presentations/dialogues
to overturn misconceptions,
foster understanding and recruit
new allies.

misunderstandings about the current U.S. immigration system; rumors about immigrants and immigration; and the barriers to community integration that immigrants struggle to overcome.

Collectively, the three-prong approach of a Welcoming America campaign can achieve significant results. In about a half decade, the Welcome Tennessee campaign has been able to track a significant shift in Tennesseans' attitudes towards and support of comprehensive immigration reform. Each prong of the comprehensive approach supports the other two and when used in tandem –succeed in reducing native-born anxiety, and increasing communication and cooperation between target communities. The three strategies have now been tested in the 14 Welcoming campaigns currently taking place across the U.S. In order to measure the impact of these strategies, comprehensive performance indicators have been developed by the Welcoming team.

To create our own Welcoming Michigan campaign, Global Detroit has worked with State Representative Rashida Tlaib, as well as the Michigan Immigrant Rights Coalition and immigrant service providers in West and Southeast Michigan. Global Detroit worked with these groups to host a visit from the national desk of the Welcoming America campaign and conduct two conference calls with the Four Freedoms Fund, a national funding collaborative designed to energize American democracy by supporting and engaging immigrants and refugees.

Recommendations

Global Detroit should support ongoing efforts (to which it helped give rise) to create a Welcoming Michigan campaign. Based upon discussions with the Welcoming America national desk, as well as the Michigan stakeholders identified above, a strategic plan is being developed that would include the creation of a Statewide Advisory Committee for a campaign, as well as engaging an interim State Coordinator in mid-2010. The State Coordinator and Statewide Advisory Committee would work to create five or so Local Welcoming Committees. Specific local Welcoming Committees might be created for metro Detroit, Flint, Grand Rapids, southwest Michigan (Kalamazoo, Benton Harbor, St. Joseph, and communities in between), Traverse City, and Battle Creek. It is anticipated that half of the Welcoming Michigan campaign's statewide resources will be slated for metro Detroit, while the other half would be split amongst the other local initiatives.

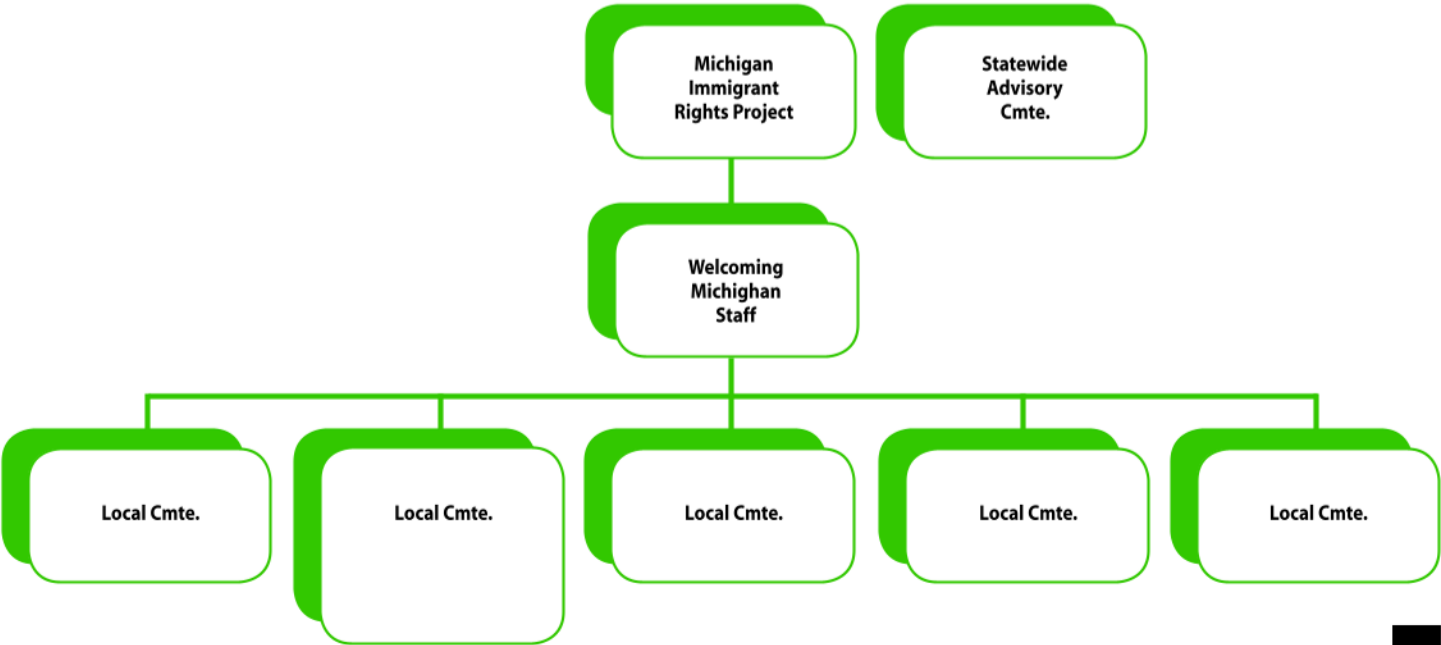
The Michigan Immigrant Rights Coalition (MIRC) was selected to house the initiative. MIRC is a joint project of Legal Services of South Central Michigan and the Center for Civil Justice. MIRC focuses on technical and co-counsel assistance and

training to Michigan legal aid and pro bono attorneys handling immigration and immigrant rights matters; systemic advocacy on behalf of Michigan's low-income immigrants and their families; legislative and legal development tracking and analysis; coalition-building among immigration assistance providers and immigrant advocacy organizations statewide; and support and training for domestic violence survivor attorneys and advocates regarding the rights of battered immigrants.

Over the past year, MIRC has sponsored two statewide summits to coordinate the efforts of immigration service providers, legal services organizations, and other immigrant advocates. MIRC was selected to oversee the Welcoming Michigan campaign for several reasons. It is the only immigration-related organization with statewide reach, already has positioned itself in a leadership role for immigration issues statewide, and is housed in an agency with a track record of running programs with multiple offices across the state. Finally, the Welcoming America has had experience working in other states with statewide immigrant rights initiatives similar to MIRC.

By September 2010, it is anticipate that local Welcoming Committees will be formed and a full-time Regional Organizer

WELCOMING MICHIGAN STRUCTURE FOR 2010



will be hired to service metro Detroit. Other 2010 activities would include developing some baseline polling of Michigan public opinion around immigration issues and integration of immigrant communities to track later progress, as well as developing an appropriate branding for the Welcoming Michigan campaign's communication efforts. These activities would be done in conjunction with assistance from the Welcoming America national desk.

Throughout 2011 and 2012 it is anticipated that a full-blown Welcoming Michigan would be underway in the fore-mentioned communities. Budgets including ongoing support from the Welcoming America desk, polling, paid media, and staff have been developed. Funding discussions with the Ford Foundation and Arcus Foundation (the seed funder of MIRC) have started by Welcoming America and MIRC, respectively.

A Welcoming Michigan campaign would serve as a critical element to a Global Detroit. It represents a best practice in place in 14 other states with a proven track record. It provides a comprehensive approach to creating a welcoming community in metro Detroit. The work of a Welcoming Michigan campaign will support many of the other strategy suggestions of Global Detroit and efforts should be made to coordinate a Detroit Welcoming Committee with the Mayor's Office of Global Affairs, the Welcome Mat, the Cultural Ambassadors program, and a neighborhood revitalization strategy.

Strategy #2: Creating an EB-5 Investor Visa Regional Center—a new model in regional economic cooperation

Overview

The EB-5 Investor Visa program has witnessed explosive growth over the last few years as applications have grown more than 400 percent from 2007 to 2009. The EB-5 visa attracts foreign direct investment to American communities and businesses that produce jobs for local residents. While 79 regional centers have been approved to facilitate these job-creating investments, none of the regional centers covers southeast Michigan, nor has a regional center placed an EB-5 investment in Michigan to date.

A new regional center for southeast Michigan has great potential to assist in the region's economic growth, internationalization, and ability to attract foreign investment. Yet, any regional center will need to be innovative and strategic both in identifying potential investments within the region, and in locating investors abroad. As such, the regional center must cover the entire region (at least Macomb, Oakland, Washtenaw, and Wayne Counties) and should work closely with regional economic development agencies. Partnerships with these agencies will help insure that attractive investments can be found. It also will give a southeast Michigan regional center a competitive advantage over other regional centers that do not have public-private partners and the support of quasi-public economic development agencies.

The regional center should utilize skilled intermediaries and partners who can help secure international investors, a new regional center's biggest challenge. Efforts should be made to capitalize on existing global trading relations enjoyed by southeast Michigan, including its unique relationships with businesses and investors stemming from the auto industry's global presence, as well as the region's large Middle Eastern population.

Creating an EB-5 investor visa regional center in southeast Michigan should be combined with other business attraction efforts, such as recruiting global firms in need of skilled international workers who face growth barriers by restrictive U.S. immigration laws to the Windsor-Detroit region (so-called "nearshoring").

Explanation of the EB-5 investor visa program

The EB-5 investor visa was created by the Immigration Act of 1990 and modeled upon similar investor visa programs in Canada and elsewhere. The statute developed an employment based (EB-5) investor visa for up to 10,000 legal permanent residents annually who generally invest \$1 million in an American business that creates 10 or more jobs for U.S. citizens, legal permanent residents or other work-authorized aliens in full-time positions. The investment can be made in a new enterprise or an existing "troubled business," defined as one in existence for at least two years with a net loss of at least 20 percent of its net worth in the prior 12 to 24 months.¹⁹⁷ The investor must invest the \$1 million into the enterprise, such that the investment goes directly towards job creation and the

capital is “at risk.”¹⁹⁸ The regulations and decisions governing whether the invested capital is “at risk,” and documentation required to demonstrate that the investment capital was obtained by legal means are complex, the subject of some debate and commentary, and can make the EB-5 program difficult for some investors. Additional regulations and restrictions require that each applicant demonstrate that he or she will be actively be engaged in day-to-day managerial control or as a policy maker.

After submitting an I-526 application to U.S. Customs and Immigration Service (USCIS), successful EB-5 visa applicants will receive a conditional green card valid for two years. At the end of that time the investor files another application (an

I-829 application) with USCIS showing that their money was “at risk” during the two-year period and that the jobs have been created. Once that application is approved, the investor and his immediate family become permanent green card holders and can later apply to become U.S. citizens. The entire process usually takes three to five years or longer. It can be quite complicated and exacting. Obtaining skilled and experienced legal counsel is highly recommended.

Through the Immigrant Investor Pilot Program, investors may invest in targeted regions and existing enterprises that are financially troubled. EB-5 investments in “targeted areas” lower the capital investment requirement to \$500,000, but do not lower the job creation threshold.¹⁹⁹ 3,000 of the 10,000

LOURDES ARRIOLA, M.D.

Internist Dr. Lourdes Arriola has practiced in metro Detroit for more than 30 years. But when she first arrived in the 1960s, she thought she was coming for advance medical training that she could apply in her home country.

Lourdes earned her medical degree in 1965 from the University of Santo Tomas, the Philippines’ oldest university. Although her uncle offered to build Arriola a medical clinic of her own, friends convinced her to take the foreign medical graduate exam so she could seek an internship in the United States. She passed, and soon found herself in Pittsburgh, Pa.

“Practicing medicine in the U.S. was easy for me because I did my internship and residency here,” she says. “But for a lot of foreign doctors, it’s very hard. Many doctors could be filling vacancies in American communities. We need to streamline the process so that immigrant doctors - especially older, experienced ones - can practice more easily in the U.S.”

U.S. medical training was prestigious in the Philippines, and Arriola planned to return and open her own clinic after completing her training. But Ferdinand Marcos’ rule of the country prompted Arriola’s family to urge her not to return.

So Arriola moved to Detroit to complete her residency. Her husband, whom she had met in Pittsburgh, is an engineer with Chrysler, and the couple decided to stay once Arriola was ready to enter a medical practice. She opened her own clinic, which, she says, has afforded her more personal contact with her patients.

Thirty-three years later, Arriola and her family are still here.

“Detroit is our home,” Arriola says. “We plan to stay put.”



“We need to streamline the process so that immigrant doctors ~ especially older, experienced ones ~ can practice more easily in the U.S.”

¹⁹⁸ 8 CFR §204.6(j).

¹⁹⁹ 8 CFR §204.6(f).

possible EB-5 visas are reserved for investments in these “targeted areas.”²⁰⁰ “Targeted areas” are either areas with unemployment rates of at least 150 percent of that national average or rural areas (ones not within an MSA or the outer boundary of a city or town with a population of 20,000 or more). The June 2010 unemployment figures show that metro Detroit’s 14.4 percent unemployment rate is nearly 150 percent of the national rate.

The law allows the Governor of each state (or her designee) to declare any portion of a state as a high unemployment area to qualify it as a “targeted area.” This determination is not subject to review by USCIS,²⁰¹ so it should be easy for EB-5 investments in Michigan to qualify as only needing \$500,000 to meet the EB-5 capital requirements with appropriate Executive support. On June 25, 2010, Governor Granholm submitted a letter to the Secretary of Homeland Security to declare the entire state as a high unemployment area for the purposes of any EB-5 application. As of early August, a response had not been issued.

EB-5 investments can be made by pooling the investments of several immigrant investors, provided that each applicant invests the required minimum sum and each applicant’s capital creates the required 10 full-time jobs. Investments also may be pooled with domestic capital.

EB-5 Regional Centers

The Immigrant Investor Pilot Program differs in certain ways from the standard EB-5 visa and was created in 1992 to help achieve the economic and job creation goals of the original program.²⁰² Most significantly, the law created Regional Centers to help in the promotion of economic growth, improved regional productivity, job creation, and increased domestic capital investment. Such Regional Centers may be public or private and must focus on a specific contiguous geographic region. They are pre-approved in a separate application process before USCIS. Today, there are 79 Regional Centers that have received approval from USCIS with dozens more applying each year. Most of these Regional Centers

either never make a single investment or only make a small handful of investments. It is widely agreed that the most difficult process of making such investments is connecting with and attracting the investments dollars of the potential immigrant investors.

The Regional Center Investor Program does not require that the foreign investor’s enterprise itself directly employ 10 U.S. workers, but allows the employment criteria for the EB-5 visa to be met through direct or indirect job creation that results from the investment. Many Regional Centers have employed commonly-used econometric models, such as RIMS II or IMPLAN, to develop their economic models.²⁰³ Regional Centers aid foreign investors by directing and professionally managing their investment in the designated business and geographic focus of the Regional Center. Up to 3,000 of the annual 10,000 EB-5 visa cap may be set aside for the EB-5 Regional Centers and approximately 75-80 percent of all visas granted in the first 12 years of the program came through Regional Centers.²⁰⁴

Successful Regional Center applications have several items, including:

1. A clear delineation of the Regional Center’s geographic scope (and the unemployment numbers if the designation is sought in a “targeted area”);
2. The specific industries or economic activities in which investors in the Regional Center will invest;
3. A detailed economic report showing how investments in each economic activity will create or save 10 direct or indirect jobs per investor, as well as a detailed predicted impact on the region’s household earnings, demand for business services, utilities, maintenance and repair, and construction; and
4. A description of the plans to administer, oversee, and manage the Regional Center, including: how the plan will be promoted to attract alien investors; how the Regional Center will identify, assess, and evaluate proposed projects and enterprises; how investment capital will be structured; and how investments will be managed.²⁰⁵

²⁰⁰ INA §203(b)(5).

²⁰¹ 8 CFR §204.6(i).

²⁰² P.L. 102-395 §610.

²⁰³ “Adjudication of EB-5 Regional Center Proposals and Affiliate Form I-526 and Form I-829 Petitions; Adjudicators Field Manual Update to Chapters 22.4 and 25.2 (AD09-38); Letter to Field Leadership from Donald Neufeld, Acting Associate Director of Domestic Operations for U.S. Citizenship and Immigration Services, December 11, 2009, page 8.

²⁰⁴ USCIS, “EB-5 Immigrant Investor Pilot Program, Background,” June 2004.

²⁰⁵ See Neufeld Letter, pp. 9-10.

Applications for struggling economic areas or areas that can elucidate a lack of investor capital are looked upon favorably. Applications that have not delineated specific geographic boundaries or specific industries, types of industries, or types of investments have been rejected. Yet, broad investment strategies and/or large geographic boundaries have received designation when other parts of the application were in line with the EB-5 program goals.²⁰⁶

Industry and sector strategies

The industries, sectors, geographies, and investment strategies vary widely across Regional Centers. Some are focused on construction and real estate development. Some target specific industries local to the Regional Center's region, such as programs in Iowa and South Dakota targeting investments in dairy farms, Regional Centers in Kansas and Texas focusing on ethanol production, or two California Regional Centers designed for vineyards and movie production.²⁰⁷ Invest in the USA, a trade association of Regional Centers and other interested foreign investors, claims to represent Regional Centers that focus on aerospace, agriculture, alternative energy, commercial development, health care, industrial development, public infrastructure, residential development, and urban renewal.²⁰⁸

Many Regional Centers target several key industries important to that local region. For example, the Northeast Ohio Regional Center targets bio-science, energy, information technology, and urban renewal.²⁰⁹ Other Regional Centers may be privately run to focus on specific investments about which the Regional Center's management has particular expertise. For example, Whatcom Opportunities Regional Center concentrates on assisted living facilities for the elderly in Whatcom County, Washington.²¹⁰

Another example of targeting includes the City of Dallas Regional Center and its focus on urban revitalization and warehousing. According to the Dallas Morning News, "At City Hall, there is hope that the foreign money will be targeted

toward some of the city's hardest development cases, including dilapidated downtown properties such as the Statler Hilton and 500 N. Ervay Street. But it's also possible the money would go toward building warehouses in southern Dallas or retail centers in the North."²¹¹

The State of Idaho's Invest Idaho, LLC was established to attract investments in technology and other emerging sectors. "[Invest Idaho LLC] plans to attract \$50 million from qualified foreign investors as part of its initial phase, which will be used to set up a fund that could subsidize dozens of projects ... bringing ideas out of university labs and startup garages, and helping small business test new products or markets."²¹² According to Rick Ritter, Invest Idaho's chief operating officer and CEO of Idaho TechConnect, "Too many good ideas in the state are getting bypassed by risk-averse banks and the angel funds and venture capital firms that are looking for massive rates of return as the economy begins to recover. None of those guys want to play with the kinds of folks we're talking about... That doesn't mean we don't have ideas. In times of economic downturn we actually have more ideas, but less money than we had before."²¹³

State officials backed Invest Idaho's efforts, with the Idaho Department of Commerce helping the company with its application to USCIS, as well as providing introductions to potential investors through its foreign trade offices. Governor C.L. 'Butch' Otter has highlighted the EB-5 program as a 'key element' in his effort to attract new foreign investment to Idaho as part of Project 60, his plan to grow the state's annual gross domestic product to \$60 billion from \$52 billion.

"'The value of U.S. residency, and being put on the fast track to citizenship, is an incredible tool to help us attract foreign investment in our Idaho businesses,' [Governor Otter] said through a spokesman in response to the center's creation. 'We don't want to miss this opportunity to infuse our economy with new investment that will stimulate job creation.'"²¹⁴

206 See Pennsylvania Department of Community and Economic Development Regional Center, Letter from Christina Poulos, Acting Chief, Service Center Operations, U.S. Citizenship and Immigration Services (dated April 13, 2007) approving a plan for 8 industry sectors in a 23-county area covering western Pennsylvania.

207 See Cecilia Kang, "Foreigners Invest Greenbacks in Return for Green Cards," *Washington Post*, December 8, 2007, p. D1; Chad Haddad, "Foreign Investor Visas: Policies and Issues," Congressional Research Service, February 24, 2009 RL 33844, p. 29; and USCIS List of Approved Regional Centers.

208 See www.iiusa.org.

209 USCIS List of Approved Regional Centers.

210 See www.worc.biz.

211 Rudolph Bush, "City of Dallas Regional Center Program Trades Green Cards for Development Capital," *Dallas Morning News*, December 2, 2009.

212 Simon Shifrin, "EB-5 Center OK'd: Company Hopes to Attract \$50 Million in Foreign Funds," *Idahobusiness.net*, December 1, 2009.

213 *Ibid.*

214 *Ibid.*

Finally, another strategy for EB-5 regional centers can be to attract funding for a specific business or real estate development project. For example, Akron and Summit County have created a Regional Center to attract foreign investors for the \$900 million Goodyear headquarters project. The Regional Center concept was brought to city and county by the Industrial Realty Group (IRG), a California developer hired to oversee the deal. IRG had used a Regional Center for redeveloping the former McLellan Air Force Base near Sacramento.²¹⁵

Regional Centers in Michigan

Two Regional Centers have received designation in Michigan, but neither center has made any investments to date. International Michigan Investments Regional Center has been designated to make strategic investments in Emmet County (the Petoskey area) for real estate, food processing, tourism, alternative energy and light industry. It is administered by Gary McRay of the Foster, Swift, Collins, and Smith law firm in Lansing. According to a meeting with Mr. McRay, the firm is associated with a lawyer of Taiwanese descent who was involved in EB-5 investments in the Pacific Northwest and hoped to bring Asian investors to Michigan. The first contemplated investments were in the Petoskey area, so the application was written for Emmet County.

EB-5 Michigan Regional Center, LLC (EB-5 MRC) has been designated to make investments in Clare, Gladwin, Isabella, Midland, Saginaw, Tuscola, Bay, Huron and Sanilac counties, excluding the cities of Mount Pleasant, Midland, Bay City and Saginaw. Its application specifically targets analytical chemical laboratories providing testing services for solar and other industries. EB-5 MRC is spearheaded by Jm Lynch, a new product development and early stage venture capitalist with experience developing bank teller and platform systems, as well as utility meter reading systems. Mr. Lynch had served as the director of Spartan Ventures Validation Fund, a subsidiary of the MSU Foundation designed to help identify, evaluate, and invest in promising technologies developed by MSU researchers, before Spartan Ventures was shut down.

EB-5 and Regional Center Challenges

Unlike the H-1B visa program, the number of EB-5 visas awarded has never come close to approaching its annual cap of 10,000 visas. In fact, the program peaked in 1997 with 1,361 visas awarded, less than 15 percent of the annual number allowed. A number of restrictive rulings and interpretations issued by federal immigration authorities in 1998 severely curtailed the number of applications, such that only 64 visas were awarded in the entire U.S. in 2003. For years, federal immigration officials refused to issue final regulations for the program. A 2005 General Accounting Office report cited the rigorous nature of the investor application process, lack of clear statutory guidance, and the lack of a timely application process and adjudication as factors contributing to such low application numbers.²¹⁶

Table 1. United States LPR Investor Visa Admissions, FY1996-FY2007

Fiscal Year	EB-5 Visa Admissions	Principals	Derivatives
1992	59	24	35
1993	583	196	387
1994	444	157	287
1995	540	174	366
1996	936	295	641
1997	1361	444	917
1998	824	259	565
1999	285	99	187
2000	218	79	147
2001	191	67	126
2002	142	52	97
2003	64	39	25
2004	129	60	69
2005	346	158	188
2006	749	252	497
2007	806	279a	515b

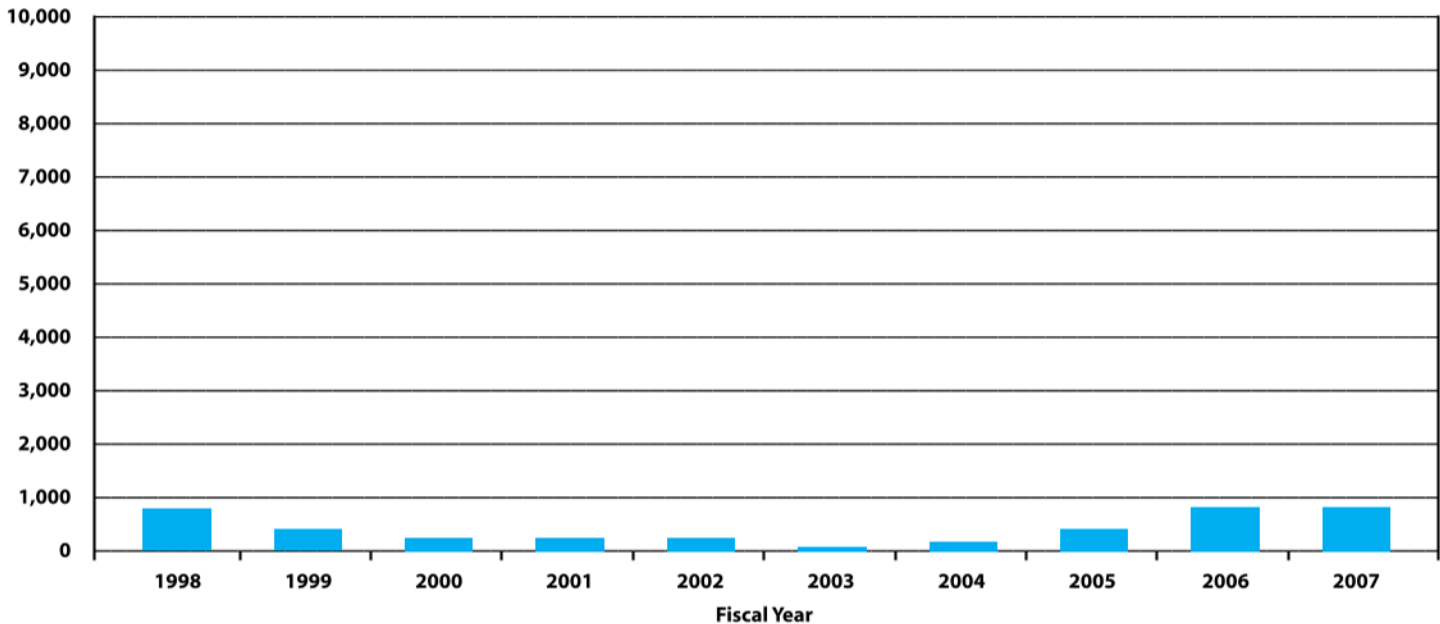
Source: CRS presentation of U.S. Department of Homeland Security Office of Immigration Statistics FY2007.

Clarifying these rulings, as well as creating an Investor and Regional Center Unit within USCIS in January 2005, has helped to bolster the number of applications more recently submitted—806 EB-5 visas were issued in 2007. Yet, experts estimate that it takes between 12 to 24 months to receive Regional Center approval and the USCIS has increased its

²¹⁵ Jim Mackinnon, "City, County Hope to Boost Goodyear Project with Foreign Investment," *The Akron Beacon Journal*, July 7, 2009.

²¹⁶ U.S. Government Accountability Office, "Immigrant Investors: Small Number of Participants Attributed to Pending Regulations and Other Factors," GAO-05-256, April 2005, pp. 8-11.

**Figure 1: U.S. EB-5 Immigrant Visa Utilization (Principals + Derivatives)
FY 1998-2007**



Source: DHS Office of Immigration Statistics, "2007 Yearbook of Immigration Statistics," Table 6 at p. 18, <http://www.dhs.gov/ximgtn/statistics/index.shtm> (accessed Feb. 19, 2009).

focus on regional center recordkeeping, requiring 17 different categories of regular reporting.²¹⁷

Approval of an EB-5 visa is anything but certain. According to the Department of Homeland Security's Performance Analysis System, from FY 1992 through May 2006, 8,505 petitions were submitted to the federal government and 4,484 were granted for a 52.7 percent approval rate. In the same time frame, 3,235 petitions for removal of the conditional status to the original investor visa application were submitted and only two-thirds were approved.

In addition to competing with each other, U.S. Regional Centers have to compete with Australian, British, Canadian, New Zealander and other investor visa programs. As noted by Charles Foster, legal counsel to a Houston-based Regional

Center, "Canada has a much more flexible program, which beats [the U.S. program] hands down in ease. In 1997, with the takeover in Hong Kong, significant Hong Kong investment flowed billions of dollars into Canada. [The U.S.] got almost none of that because of the complexity of our investment program and the length of time it took anything to get approved. We really weren't in the game."²¹⁸ In fact, the Canadian program has more robust eligibility criteria that factor an immigrant investor's net worth, education, business experience, age, and language ability into a sliding scale.²¹⁹ The Canadian investor visa only requires a \$400,000 (Cdn) investment and one new full-time job.²²⁰

The impacts have been dramatic. Whereas from FY 1992 through FY 2004, the U.S. investor visa holders had invested an estimated \$1 billion in U.S. business²²¹, Canadian immigrant investors appear to have invested \$6.6 billion (Cdn) from

²¹⁷ Adam Bruns, "Write the Check, Get a Green Card," *Site Selection Magazine*, May 2008.

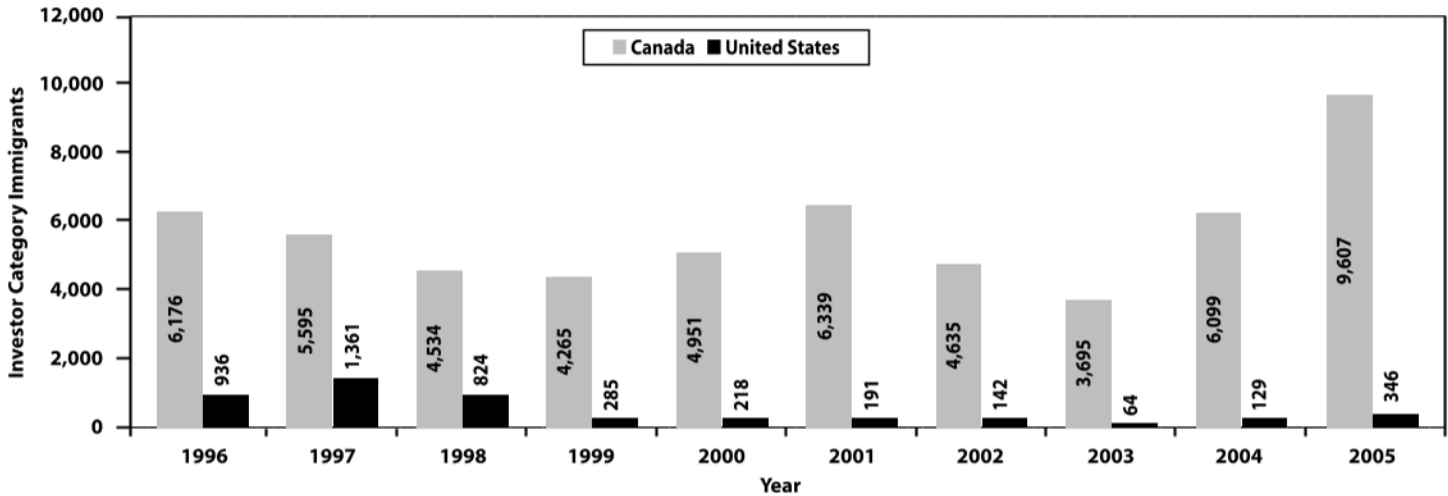
²¹⁸ *Ibid.*

²¹⁹ Citizenship and Immigration Canada, "Business Immigrant Links: FAQs" January 21, 2010, at www.cic.gc.ca/english/information/faq/immigrate/business/index.asp.

²²⁰ *Ibid.*

²²¹ Government Accountability Office, "Immigrant Investors: Small Number of Participants Attributed to Pending Regulations and Other Factors," GAO-05-256, April 2005, pp. 8-11.

**Figure 3: Immigrant Investors to Canada and the United States
1996-2005**



Source: Data are from the United States Government Accountability Office (2005) and Citizenship and Immigration Canada (2005).

1986-2002.²²² The number of immigrant investor visas issued is even more lopsided. From 1996-2005, Canada issued between 3,695 and 9,607 immigrant investor visas each year, while the U.S. issued between 64 and 1,361. For the entire ten-year period, Canada issued nearly 56,000 immigrant investor visas, while the U.S. issued less than 4,500. Figure 2 provides a year-by-year comparison between Canadian and U.S. immigrant investor visas for these ten years.

Use of Intermediaries

As noted previously, locating and securing foreign investors remains one of the biggest challenges faced by Regional Centers. In fact, most of the 79 Regional Centers in the U.S. have either made only one or two investments or placed none at all. Discussions with lawyers and EB-5 Regional Center administrators reveal that connecting to, and securing, the immigrant investor continues to be the largest hurdle to developing a robust program.

To overcome this challenge, some of the more successful Regional Centers have engaged intermediaries who are able to spend considerable effort, time, expertise, and attention on

searching the globe (particularly Asia) for potential investors.²²³ Usually such intermediaries help vet potential investment deals to insure that they will meet the USCIS' rigorous standards for their clients. Some of the intermediaries have considerable experience with immigrant investor visa programs in Canada and other countries, as well as experience in the U.S.

The 2009 Congressional Research Service report chronicles the work of CanAm Enterprises, LLC with the Philadelphia Industrial Development Center's (PIDC) Regional Center, as well as their work with the Los Angeles Film Regional Center.²²⁴ According to the firm's website, CanAm helps manage four Regional Centers in the U.S., in addition to having lined up 1,421 investors and more than \$265 million in Canadian immigrant investor visa loans. In June 2010, I met with Sam Rhoads, a Senior Vice President at PIDC who administers the PIDC Regional Center, otherwise known as the Philadelphia Welcome Fund. Since its designation in February 2003, the Philadelphia Welcome Fund has helped 622 immigrant investors put forward over \$300 million in investments.²²⁵ These are incredible numbers and reflect nearly one-eighth of all the EB-5 visas awarded from 1996-2005 and thirty percent of the EB-5 investment value in the entire nation (albeit many

²²² Stanley Mailman and Stephen Yale-Loehr, "Immigrant Investor Green Cards: Rise of the Phoenix?" *New York Law Journal*, April 25, 2005. At <http://www.millermayer.com/EB5NYLJ0405.html>.

²²³ The General Accounting Office found that 83 percent of all EB-5 visas from 1992-2004 were issued to individuals from Asia. GAO Report, page 14.

²²⁴ Haddal, pp. 30-31.

²²⁵ www.phillyfund.com.

of the Welcome Fund investments occurred after that period). Many investments have been centered on PIDC's work to redevelop the Naval Yard, but numerous other investments include restaurants, office space, hotels and other businesses, including a sizable investment in the modernization and expansion of the Pennsylvania Convention Center.²²⁶

According to my interview with Mr. Rhoads, the Philadelphia Welcome Fund requires a mere 2 percent annual return from its investments and, while the program provides much-needed low-cost capital, it does not attract talented entrepreneurs to the Philadelphia area. Mr. Rhoads has never met any of the

investors. Instead, they are located and secured by CanAm, the intermediary. CanAm is very thorough in its investment review, wanting to insure investors that the deal will qualify them for the EB-5 investor visa. Their conservatism, however, helps lower the return and provides much-needed financing to PIDC. Mr. Rhoads views the Philadelphia Welcome Fund as one of a number of tools he can use in his development financing bag.

Other media reports have chronicled NobleOutreach's management of the New Orleans Regional Center, designed to help build areas damaged by Hurricane Katrina. I also spoke to Joe Sloboda, Vice President of Project Development

DR. MARTHA SOLEDAD VELA ACOSTA

When Dr. Martha Soledad Vela Acosta moved to the Detroit area from Texas, it was winter, she was on crutches and she had just lost her wallet. Despite this inauspicious welcome, she has found herself warming to the area's amenities. "When it comes to dining, I am just thrilled -- I haven't been able to finish my search, and there is an enormous variety of options for entertainment as well," she says. "And this winter, there is no excuse, I am trying a class for snowshoeing."

Vela Acosta was born in Mexico and received her medical degree there. She earned a master's degree in environmental health-epidemiology and a doctorate in industrial hygiene from Colorado State University. Her research on improving the occupational health and safety of migrant and seasonal farmworker families has also taken her to Wisconsin, Minnesota and the Texas-Mexico border.

She moved here to work for the Kresge Foundation in Troy, where she manages the Health Team's Healthy Environments focus area, which fosters healthy and safe communities for adults and children living in underserved urban and rural areas.

Her job keeps her on the road quite a bit, and Detroit's position as a major hub for air travel has been beneficial for her. "Direct flights to any main city makes it very very easier to travel," she says. Additionally, proximity to the Canadian border situates her well for international collaboration. "I have a couple of colleagues in Canada that I hope to collaborate with about Native American communities," she says. "The issues that we face are trans-boundary issues."

If any area of her transition to Michigan could have been made easier, it would be in the social realm. "I find it is challenging to find adult friends," she says. "I think that there are a lot of opportunities here, and to...have some place with access to that kind of information, that would be great."



"The issues that we face are trans-boundary issues."

for Exclusive Visas, Inc. out of Weston, Florida, a suburb of Miami/Fort Lauderdale. His company provides legal assistance to immigrant investors and ranks various Regional Centers. Specifically, the company helps represent projects in Vermont, Florida, and Colorado and is approached almost daily about other investment projects, which mostly are rejected because they do not make a solid case for the job creation requirements. The company will represent select investment projects in every aspect from applying for Regional Center status, to marketing and securing foreign investors, to managing the project, as well as providing select services.

Recommendations

Southeast Michigan has much to gain from developing a Regional Center that can assist immigrant investors who are looking for solid investment opportunities and wish to secure permanent residency status. A Regional Center could serve as a low-cost source of capital for traditional economic development projects (much like the Philadelphia Welcome Fund does for the Philadelphia Industrial Development Center). It also could assist specific highly-capitalized immigrants who want to invest in a specific business opportunity in the region by lowering the capital requirements and establishing the area as a high unemployment area. The region should have little trouble qualifying as a “targeted area” because of its high unemployment, but may want to seek out the Governor’s designation for such a purpose to insure success.²²⁷

The most significant challenges to generating investment capital for a southeast Michigan Regional Center will be attracting and securing the foreign investors, as well as generating safe investments that can meet USCIS’ strict job creation standards to attract these investors.

1. Partner with state and local economic development agencies

Working with state and local development agencies who can help generate “deal flow” could be a critical solution to these challenges. In other words, by partnering with the

Michigan Economic Development Corporation (MEDC), Detroit Economic Growth Corporation (DEGC), Detroit Investment Fund (DIF), the Detroit Regional Economic Partnership (DREP), Oakland County Economic Development Team, Wayne County Department of Economic Development Growth Engine (EDGE), Macomb County Planning and Economic Development Department, Ann Arbor Spark, Automation Alley, and TechTown, a southeast Michigan Regional Center can insure that important investment opportunities that meet the USCIS job creation requirements are offered to foreign investors.²²⁸ Further, working through these experienced development agencies, the Regional Center can access their econometric modeling experience. Finally, a strong regional alliance of development agencies will help distinguish a southeast Michigan Regional Center from those that do not enjoy such broad and experienced support.

Working with the DREP or MEDC offers a potential public-private structure, tremendous development experience, as well as established business attraction and retention services. DREP and MEDC are the only development agencies that cover the entire southeast Michigan region. Both have positive track records with most of the local development agencies and have worked to develop foreign trade missions and attract foreign direct investment. Each has developed many of the skill sets needed to operate a Regional Center. The future stability and role of MEDC, however, is uncertain as Michigan will have a new Governor in 2011 and members of the Legislature have criticized MEDC from the far wings of both sides of the aisle. Of course, the New Economy Initiative or another source of resources would need to be developed to support the operations of the Regional Center.

2. Work with investor intermediaries

As to the challenge of attracting foreign investors, it would be important to explore working with one or more intermediaries. Simply put, despite numerous foreign trade and foreign direct investment missions emanating from our region, few, if any, of the players are full-time experts at recruiting individual foreign investors for this unique form of investment, whose

227 A February 23, 2010 phone call with Fred Hoffman, Special Advisor to Governor Jennifer Granholm for Economic Development and Special Projects and former Government Affairs Director for Chrysler Corporation indicated that the Governor would be willing to make such a declaration and would be supportive of a regional initiative.

228 Conversations with MEDC, DEGC, Macomb County’s Planning and Economic Development Department, Oakland County, Wayne County, Ann Arbor Spark, Automation Alley, and TechTown have all indicated early support for a regional collaborative approach. A February meeting of these partners, as well as the Detroit Regional Economic Partnership and Detroit Regional Chamber of Commerce revealed a willingness to work collaboratively to support a regional center. Since that meeting, Wayne County has submitted a regional center application for an EB-5 regional center that would operate in Wayne County only. Additionally, a private sector application for all four counties that focuses on redevelopment of the State Plaza Building in Detroit also has been submitted.

benefits are focused more on gaining legal residency than on economic return. This is a particular skill set that requires significant on-the-ground presence abroad, as well as experience navigating federal immigration rules and officials. A Local Regional Center will be able to interview and select an appropriate intermediary, such as CanAm or Exclusive Visas, or develop relationships with several such intermediaries.²²⁹ Working with local development agencies will help assure such intermediaries that southeast Michigan is worth investing their time in on behalf of their foreign investor clients.

The work to establish and qualify the Regional Center is significant, but does not present the degree of challenge that generating appropriate investment opportunities and attracting foreign investors pose. (This is manifest in the fact that 79 Regional Centers have been approved by USCIS, but most have few or no investments.) An administrative structure will need to be developed, and this could include empowering DREP, MEDC, or some other development agency to house the Regional Center, working with one of the two existing Michigan Regional Centers to pursue southeast Michigan goals, creating a new nonprofit organization to run the Regional Center, or working with a private, for-profit agency to run the operation.

It is important that appropriate legal counsel be retained for the Regional Center designation. A number of Michigan firms could be used for such a purpose or a national law firm could be identified.²³⁰ USCIS has provided much clearer guidance on how to successfully attain such designation, but the application will need to have appropriate analysis as to the geographic boundaries the Regional Center will cover (and the high unemployment in the region), the investment strategy, and the key industries that will be supported, as well as detailing how those industries can contribute to the regional and national economies.

Neither of the two existing Michigan-based Regional Centers covers Detroit, Wayne, Oakland, Macomb, or Washtenaw counties. Both already have defined the industry sectors they wish to support. While both of these issues can be overcome by amending their Regional Center application to the USCIS,

that process can take nearly as long as a new application. Both Regional Centers are already run by private businesses seeking to profit from the investments, but neither operator appears to provide the level of experience with EB-5 investments that other national intermediaries provide (hence, neither Regional Center has made a qualified investment yet). That being said, any effort in southeast Michigan should reach out to these operators. There are plenty of opportunities for partnership and collaboration with these entities that could provide significant advantage even if the decision is made not to fully merge with these centers.

Creating a new nonprofit organization to run the Regional Center could have drawbacks. First, it requires administrative time and resources. Second, it puts the Regional Center in the hands of an organization that has no track record and, thus, may have difficulty attracting investors or intermediaries. The same is true of working with a Michigan for-profit agency (since none have extensive EB-5 experience). A national intermediary could be brought in to run the Regional Center, but such a partner would need to be carefully vetted to insure that the intermediary would provide a southeast Michigan center the support and attention it deserves. Often these intermediaries run multiple Regional Centers and have divided loyalties. An out-of-state operator may not necessarily be motivated by the long-term job creation goals of local development agencies.

3. Utilize and combine with other regional economic assets

Southeast Michigan may not have an existing regional center, but it has laid a significant foundation to attract foreign direct investment and potential investor visa applicants. Numerous organizations have extensively traveled abroad to encourage foreign direct investment. Moreover, Detroit's automotive history made it the center of one of the world's most global industries. As a result, the region has more foreign born than any other Great Lakes metro area other than Chicago. It benefits from a strong presence of highly-educated and talented foreign born residents, as well as hundreds of foreign companies.

²²⁹ A February 22, 2010 phone call with Kelly Britt from CanAm revealed that the company is not interested in working with an additional regional centers or communities beyond the four it currently represents. Some conversations with Exclusive Visa suggest they are interested in working with a southeast Michigan regional center, particularly one that has regional cooperation from its local and state economic development agencies.

²³⁰ Gary McRay of Foster, Swift, Collins, and Smith has successfully applied for and attained Regional Center status for the International Partners of Michigan, LLC. Foster Swift has offices in Lansing and Farmington Hills. Numerous Detroit-based firms have business law, financing, and immigration law experience to assist in an application. Finally, one could seek the assistance of an out-of-state law firm that has overseen several Regional Center applications, if quality and experience were a concern. Selecting one firm from among these options should be sufficient.

There may be unique advantages to Detroit's current global connections. In addition to having numerous ties to Asia, where most EB-5 visas have originated, the metro area is home to the second largest Middle Eastern population outside of the Middle East, edging such centers of commerce as New York and London.²³¹ These familial, cultural, and commercial links suggest that a southeast Michigan regional center may attract investors from areas of the world that have not been as solicited as certain Asian communities. Detroit has other international ties, many of which stem from its global automotive heritage and/or its world-class universities. As competition increases for investors in Asia, these personal relationships with Africa, Mexico, Brazil, Europe, and other corners of the globe, could produce new EB-5 investors.

Finally, it must be noted that the Regional Center has limited ability to bring highly talented, highly skilled, and/or highly capitalized foreign entrepreneurs to Michigan. The Philadelphia Welcome Fund, arguably the most successful Regional Center in the country, does not bring talented investors to move to the Philadelphia area. Rather, it attracts their capital at a low cost, but the immigrant investors themselves are most likely settling in other gateway communities, such as New York City, Los Angeles, and San Francisco.²³² Therefore, to bring the human capital and talent that southeast Michigan needs to thrive in the 21st Century, an EB-5 Regional Center strategy should be combined with the nearshoring strategy and welcoming activities outlined in other portions of the Global Detroit study.

Strategy #3: Nearshoring—Why America's loss may be Detroit's gain

In July 2007, Microsoft Corporation announced plans to open one of its largest software development centers in Vancouver, British Columbia for hundreds of new employees. The company press release praised Vancouver's diverse population, its status as a "global gateway," and its proximity to Microsoft's home in Redmond, Washington. What sent shockwaves through global business circles was the press release's bold claim that the Canadian site will help Microsoft "recruit and

retain highly skilled people affected by immigration issues in the U.S." In a subsequent interview, Jack Drumholtz, the company's director of government affairs noted that if American immigration laws continued to restrict Microsoft from being able to "hire the developers we need ... we're going to have to look to other options to get the work done."²³³

Were U.S. immigration laws governing skilled workers actually causing U.S. companies' facilities to move abroad? What about the arguments that immigrant workers were flooding the United States and taking American jobs and depressing wages? Or was this just the case of Microsoft providing cover to hire "cheap" foreign labor in Canada?

In fact, when it comes to skilled workers and the H-1B visa program that allows a scant 65,000 new foreign workers into the U.S. each year, the facts are clear. Demand for highly-educated and skilled labor in the U.S. far exceeds the supply and study after study (as well as the requirements of the H-1B visa itself) show that these workers do not depress U.S. wages. In fact, they provide the needed human capital to keep America competitive, grow the economy, and actually create more jobs in the U.S. Instead, American immigration policy has driven U.S. companies offshore or to "nearshore" locations in Canada and Mexico.

Commenting on the Microsoft announcement, the Wall Street Journal opined "If the U.S. spurns this human capital, it will find a home somewhere else. And that will be America's loss."²³⁴

In this rare instance, however, America's loss might be Detroit's gain.

Detroit is uniquely poised to take advantage of this U.S. global economic challenge. No other American city of Detroit's size has such ready access to Canada, experience working in a bi-national fashion²³⁵, or a sister city, like Windsor, of considerable size, sophistication, or economic diversity. With outstanding transportation infrastructure, world class educational institutions, and a skilled workforce with a strong work ethic, Windsor is home to a metropolitan area of over 300,000

231 The Los Angeles area overtook metro Detroit in the 2007 ACS Census numbers. Yet, as a percentage of the regional population, metro Detroit still has the largest Arab and Middle Eastern population.

232 June 2010 interview with Sam Rhoads.

233 "American Brain Drain." *The Wall Street Journal*, November 30, 2007, p. A16.

234 *Ibid.*

235 For decades, the automotive manufacturing has produced a high-tech, high-value manufacturing good by integrating operations in Michigan and Ontario. Staffing at Detroit hospitals, as well as downtown professional offices, also have enjoyed the benefits of bi-national business culture.

people, a sizable downtown and numerous key industries, such as advanced manufacturing technologies, R&D and engineering, agri-business and food processing, and higher education. Over 20 percent of the City's population is foreign-born; this is the fourth-highest proportion of any Canadian city, making it the most diverse city in Ontario outside the Greater Toronto area. No two North American cities are closer or have more transnational traffic than Detroit-Windsor.

America's broken immigration system and the global demand for talent

As so poignantly described in Thomas Friedman's "The World Is Flat," the world's economic system is becoming more and more global at an accelerating pace. The emergence of Chinese, Indian, Israeli, and so many other international scientists, engineers, computer software designers, inventors, and students has transformed the most advanced economic industries into competitors for the most skilled and talented workers. Just as other nations are experiencing double-digit economic growth by plugging into the global economy, U.S. immigration laws are creating significant barriers.

The H-1B visa for "specialty occupation" workers has been the pre-eminent means by which U.S. firms have hired foreign workers to attain the skilled workforce they need to remain competitive. For years, the number of applications for such visas would reach their annual cap within days or weeks of the time that the federal government would accept applications in April for the coming fiscal year that began in October. The application process would be closed for another twelve months, and a lottery would determine which applications would be considered. For many businesses that would locate a skilled worker in a foreign country in May or June, they would need to wait until April of the following year to submit an application to hire the worker to begin in October of the following year (a full 17 months after originally deciding to hire the worker). Even then they would have to compete in the lottery to get the chance to hire the worker. So difficult was this process that in 2007 more than 500 duplicate H-1B applications were submitted at \$1,500 apiece in order to improve the chances of winning the lottery (a process that was banned in 2008).²³⁶

The H-1B visa is available only to U.S. companies that prove they do not lay off U.S. workers to hire foreign workers and that have advertised the positions to their own employees, the local employment office, and the general public. Other restrictions on hiring H-1B visa workers include paying them the higher of the pay offered other employees with similar skills and qualification or the prevailing local wage for that occupation, as well as paying \$5,000 to \$6,000 in legal and application fees associated with attaining the H-1B visa, not to mention the administrative delays and financial uncertainties associated with the program's oversubscription.²³⁷

Accounting for only 0.07 percent of the U.S. labor force in 2006, these workers provide enormous value to their employers. Microsoft estimates that 35 percent of its patent applications in the U.S. came from new inventions by H-1B visa and green-card holders.²³⁸ About 2,000 of Google's 20,000 workers are here on temporary visas (and this doesn't include the number who have become U.S. citizens or permanent residents) and the company estimates it spends about \$20 million a year on immigration efforts.²³⁹ Microsoft is suspected to spend more, but does not disclose such expenses, although its in-house immigration team numbers 20 lawyers and staff members.²⁴⁰

The U.S. has traditionally offered 65,000 H-1B visas each year. While this quota was rarely reached in the early 1990s, by the mid-1990s, however, the quota tended to be filled each year on a first come, first served basis, resulting in new H-1Bs often being denied or delayed because the annual quota was already filled. In 1998 the quota was increased first to 115,000 and then, in 2000, to 195,000 visas per year. After the September 11 attacks in 2001, the quota reverted to 65,000 when the temporary increase passed by Congress in 1999 was allowed to expire. Congress failed to renew the expanded cap fearing anti-immigrant sentiment.

Since that time the entire quota for H-1B visas has been exhausted, and usually within a span of days or weeks after applications were available, several months before the actual beginning of the fiscal year concerned. For FY 2008, the entire quota was exhausted before the end of the first day on which applications were accepted and the nearly 125,000

236 Michael Engman, "Circular Labour Migration and Offshoring of IT Services: What Can Be Done to Remove Unnecessary Trade Barriers," working paper, September 2009, p. 46.

237 *Driving Jobs and Innovation Offshore: The Impact of High-Skill Immigration Restrictions on America*, "National Foundation for American Policy, NFAP Policy Brief, December 2007, p. 4. Also see Miriam Jordan, "Slump Sinks H-1B Visa Program," *Wall Street Journal*, October 29, 2009, p. A1.

238 Jordan, p. A1.

239 Matt Richtel, "Tech Recruiting Clashes with Immigration Rules," *New York Times*, April 12, 2009.

240 *Ibid.*

applications were subjected to a random lottery to determine the 65,000 for further processing. Even in 2009 and 2010, with a severe national economic recession, the quota has

been reached, although not until nearly 9 months after the applications were accepted and several months into the current fiscal year.²⁴¹



MONICA NAVARRO

Attorney Monica Navarro arrived in Michigan in 1990 as a law student, newly enrolled at the University of Michigan. Twenty years later, she is raising three children and teaching law full-time as an associate professor.

Navarro, who hails from a coastal town in Colombia, first landed in Miami in 1984, two months shy of her 18th birthday. Not speaking a word of English and having immigrated alone, she rented a room from a Colombian family and enrolled in community college.

"I came looking for opportunity, and to broaden my horizons and go to school," Navarro says. "Starting over in a new country is not easy. There's separation from your family, a new language. It's definitely not for the lazy or the faint of heart. The people who are willing to do all that, it truly is a process that attracts the best of the best. They come here because they want to do the best for their families."

By 1990 she had a degree in political science from Florida International University. A generous financial aid package from U-M, and the law school's conscious commitment to admitting women, made it an easy choice.

After graduation, Navarro embarked on a federal clerkship in Michigan's Eastern District. She started a family and soon took a position with a boutique firm, Frank, Stefani, Haron and Hall (now Frank, Haron and Weiner), specializing in health law and complex business litigation. Navarro rose to partner at the firm, practicing health law litigation.

She also began teaching as an adjunct professor at Thomas M. Cooley Law School; last year, she accepted a full-time position with the school as an associate professor. She remains special counsel to her firm.

Navarro says she is typical of other immigrants, who come to the United States knowing they must work hard to excel.

"I don't think I'm exceptional, I think I'm as hardworking as the people who came before me," she adds. "What set me apart is education. I wanted it and I got it and I was able to do something with it. When the opportunities came to me I was prepared for them. And I had the work ethic that I brought with me and that I think many Hispanics bring with them."

"I think the defining characteristics of immigrants are what has always made this country great," she adds. "We have always attracted that self-selected group of very, very bright and/or very, very hardworking. It's important they get integrated into the economy so they can continue that upwardly mobile momentum. It behooves us to ensure that immigrants fulfill their potential and carry forward that momentum that brought them here."

"I think the defining characteristics of immigrants are what has always made this country great."

As noted by that National Foundation for American Policy, "Denying all companies access to talented foreign-born professionals here in America due to a lack of H-1B visas or by imposing new restrictions likely does more to encourage U.S. employers to build up human resources overseas than any other U.S. policy. Simply put, companies will follow the talent to remain competitive."²⁴²

U.S. immigration restrictions on hiring global talent have pushed American firms abroad. A survey of nearly one thousand venture-backed public companies revealed that one-third of such U.S. companies said the lack of H-1B visas had influenced their decision to locate more personnel in facilities abroad.²⁴³ Top U.S. technology, consulting, accounting, and business strategy firms have grown their overseas operations in order to hire the talented and highly skilled foreign nationals they need to stay competitive. For example, by 2007, IBM had expanded its Indian manpower from 3,000 to 74,000 employees in just five years and generated approximately \$1 billion in revenue from those operations.²⁴⁴ Similar efforts have been undertaken by Accenture, Hewlett Packard and numerous others.²⁴⁵

Additionally, these restrictions severely restrict multinational companies from locating operations in the U.S. that might create more jobs for American workers. One American-born executive for a multinational corporation noted that "[U.S.] clients will not drop us because the H-1B and L-1 [immigration] restrictions make it hard to bring people in the United States." Instead, the executive notes, "We'll make other geographic arrangements, either nearby, such as in Canada or Mexico, or farther away. We would rather do the work in the United State but if some Members of Congress insist on driving the work offshore we'll adjust. But it's bad for the country."²⁴⁶

The Emergence of "Nearshoring"

Restrictions on locating global talent have pushed firms abroad to Europe, Asia, and other parts of North America. The notion of "offshoring," or locating operations overseas, has been a topic of public discourse for more than a decade. Public discourse concerning the concept of "nearshoring," or locating U.S. operations nearby in Canada or Mexico (or locating Western European operations in nearby Eastern Europe), however, is just catching up with the business practice.²⁴⁷ Reacting to the Microsoft announcement in 2007, one American immigration attorney noted, "I am surprised it is taking this long [to figure out the move to Canada]." A Canadian immigration attorney noted, "This move by Microsoft is H-1B driven. There [essentially] is no cap in Canada. Depending on the country of origin, we usually prepare an application, and in three weeks, a person can be working here."²⁴⁸

Most of the literature on offshoring and nearshoring refers to manufacturing production and blue collar jobs. As fuel prices sharply increased in the last few years and concerns about quality began to surface over Chinese manufacturing, business commentators began evaluating the viability of production facilities closer to home. A review of their comments on what makes a good nearshore location reveals the competitive advantages of locations not just that are less distant in terms of physical location, but that are less *different* in terms of language, business culture, time zone, infrastructure, etc. "[D]ifference ... imposes difficulties in the smooth operation of the sourcing relationship. Conversely ... similarity enhances competitive advantage."

Carmel and Abbot provide a concise overview of other literature noting that distance and difference still matter. Research shows that proximity is "critical to the development of group interaction and social relationships, and that technology alone is often insufficient to re-create the same facilitating environment in a distributed team than is present

²⁴² NFAP Policy Brief, p. 11.

²⁴³ Stuart Anderson and Michaela Platzer "American Made: The Impact of Immigrant Entrepreneurs and Professionals on U.S. Competitiveness," for the National Venture Capital Association, November 2006, p. 24. The study notes that these numbers may understate the problem since smaller companies or those with no overseas operations may not even have the ability to hire foreign talent.

²⁴⁴ Engman, p. 8, citing IBM Annual Report for 2007, as well as Douglas Gregory from IBM at the OECD Policy Forum on International Sourcing of Business Process and IT Service in Paris, October 16, 2007.

²⁴⁵ Ibid.

²⁴⁶ NFAP Policy Brief, p. 28.

²⁴⁷ Erran Carmel and Pamela Abbott "Why 'Nearshore' Means that Distance Matters," *Communications of the ACM*, October 2007, p. 43, presents a survey of 150 important journals, magazines, websites, and other texts, noting that until 2002, less than 3 percent ever mentioned the term, as opposed to 2004 and 2005 when 35 percent or more referred to the practice.

²⁴⁸ Ephraim Schwartz, "Microsoft Makes Canada its Nearshoring Destination," *itbusiness.ca*, July 9, 2007.

in co-located settings.”²⁴⁹ They note that a more “sophisticated analysis of distance based on several dimensions (such as cultural, geographic, administrative, and economic) is needed in order to better inform the feasibility of making international investments.”²⁵⁰ Daniel Tkach, a technology company consultant, sums up the factors that lead a firm to open a nearshoring operation as geographical proximity, shared time zone, familiar culture and common language.²⁵¹ Language, travel time, cultural norms, political stability, and all of the other factors that the U.S. and Canada share appear to be the deciding factors in firm location decisions.

As the U.S. auto manufacturing industry pioneered so early on, there are numerous reasons why firms may seek to locate operations in nearby countries (such as Mexico and Canada in their context). Attracting global talent is one reason. Access to U.S. markets is another. For the globalized information technology and business processing operation industries, “The nearshore strategy is essentially about being faster and more responsive to customer demands, catering to multi-time zone requirements, offering local language capabilities ... [and] is part of a larger strategy of having a global footprint,” according to R Chandrasekaran, managing director and executive vice-president of Cognizant, a Fortune 1000 global IT services and business process outsourcing firm headquartered in New Jersey.²⁵²

Carmel and Abbott sum it up this way, “Notwithstanding the Indian hegemony, nearshoring has represented one of the competitive threats to the fast-growing Indian software firms—a threat to which these firms have responded with agility. The top Indian firms have been expanding their global presence for some years including into nearshore locations.”

Canadian nearshoring efforts are well under way

Even prior to the Microsoft announcement, Canadians were recognizing the opportunity that restrictive U.S. immigration laws presented them. In November 2006, the Canadian Advanced Technology Alliance (CATAAlliance) announced

efforts, including a three-day summit in Dallas, Texas, to “brand Canada as a major and unified nearshore sourcing provider.”²⁵³ In 2008, the province of Alberta created the Strategic Recruitment Stream program under the Alberta Immigrant Nominee Program to attract U.S. H-1B visa holders even those without a concrete job offer. The program has “experienced a higher than expected volume of applications in the U.S. Visa Holder Category,” according to the province’s official immigration website.²⁵⁴

Gartner, Inc., an international leading information technology research and advisory company located in Connecticut with over 1,200 research analysts, ranked Canada as one of the world’s “Top 30 Leading Locations for Offshore Services” in 2008.²⁵⁵ Canada was cited as the only North or South American rated “excellent” for language, noting its fluency with both English and French. The report noted that “Canada again led the rating for political and economic environment, cultural compatibility, global and legal maturity, and data and intellectual property security and privacy.”²⁵⁶

Given these global trends, the Detroit-Windsor region is uniquely poised to attract some of the world’s most successful companies and workers. No other location can compete in terms of access transportation access, similar culture, world-class universities, and access to North American and global markets. If there is a case for Canada as the location for global talent that cannot make it to the U.S. because of restrictive immigration laws, then Detroit-Windsor ought to be the leader in marketing to, landing, and locating such firms and jobs.

Recommendation

With tens of thousands of highly skilled immigrant workers coming into the U.S. each year, and tens of thousands more seeking H-1B visas, the demand for these workers is more than real. Entire industries are developing to help international businesses locate to Canada and overseas sites where U.S. immigration laws do not stand in the way of economic success.

249 Abbot and Carmel, p. 42, citing Kiesler and Cummings “What Do We Know about Proximity and Distance in Work Groups” *Distribute Work*, MIT Press Cambridge, MA (2002) pp. 57-82 and Porter “Clusters and the New Economics of Competition,” *Harvard Business Review*, 76, 6 (1998), pp. 77-90.

250 *Ibid*, citing Ghemawar “Distance Still Matters,” *Harvard Business Review*, 79, 8 (2001) pp. 137-147.

251 Daniel Tkach, “Will the Real Nearshoring Stand Up,” *Global Sourcing Magazine*, December 3, 2008.

252 “Nearshore: India Software Inc Moves Closer for Comfort,” May 3, 2004.

253 “CATA Gartner Outsourcing Summit,” CATA website, November 21, 2006.

254 See <http://www.albertacanada.com/immigration/campaigns/h1b.html>.

255 “Gartner Identifies Top 30 Countries for Offshore Services in 2008,” Gartner, Inc. website press release, www.gartner.com/it/page.jsp?id=835718, December 11, 2008.

256 *Ibid*.

Detroit has a global competitive advantage that no other city in the world can claim. It is a top American city (the 11th largest, according to 2007 U.S. Census numbers) and literally right across the river from Canada's largest border city economy. Within mere minutes, skilled workers can cross the border to meet with co-workers, clients, and others. Because of its automotive history Detroit and Windsor have developed a bi-national business culture that is unrivaled. With as many automobiles being assembled in Ontario as there are in Michigan, North American companies have established a complex web of supplier, design, manufacture, transportation, and sales relationships that exploit the comparative advantages of the U.S. and Canada on virtually every aspect of the automotive business.

Differing labor, health care, tax, importation, and transportation costs, rules, and regulations enable global firms to locate business activities on whichever side of the border provides the most comparative advantage. Understanding these complexities, the auto industry structured itself to take full advantage of this bi-national economic region. For example, it is said that the piston in a North American car travelled across the U.S.-Canadian border seven times as it was manufactured before it was placed into a final vehicle.

This level of trade and business between southeast Michigan and southwest Ontario (over \$150 billion annually) has created a bi-national business culture. In other words, the region possesses a significant number of customs brokers, attorneys, accountants, banks, and other forms of business support and services that are competent to assist other industries that might want to do business between the U.S. and Canada, as well as able to assist in other aspects of international business. Even without the barrier of restrictive U.S. immigration laws, the Detroit-Windsor border region, like other border regions throughout the world, creates competitive advantages for global firms that can navigate the opportunities within each nation.

Detroit-based economic development agencies, such as the Detroit Economic Growth Corporation; Detroit Regional Economic Partnership; Wayne, Oakland, and Macomb Counties; and the Michigan Economic Development Corporation that

regularly recruit firms to locate in the region, should join with the Windsor-Essex Development Commission to recruit firms in industries that regularly apply for H-1B visas. The recruiting approach would require developing joint Windsor-Detroit marketing materials that target the immigration challenges faced by global firms. Additional efforts could be made to travel to various conferences where IT and other industries dependent on H-1B visas gather and recruit these global firms to the region. Working with embassy officials in Washington, D.C. and Ottawa also might help identify foreign firms interested in a nearshoring strategy. Finally, a true nearshoring partnership should be integrated to the foreign direct investment trade missions and outreach efforts each region is already pursuing.

Firms can locate American employees in the Detroit region, while recruiting global workers who are unable to access an H-1B visa to locate in the Windsor area. There is nothing preventing the firm to continue to apply for an H-1B visa each year while the worker is located in the Windsor area. Other Canadian provinces and regions recognize the market attraction for global firms and workers whose growth is restricted by U.S. immigration laws. The Detroit-Windsor region should seize the opportunity to make the region the global leader in attracting skilled workers.

Initial conversations with Windsor Mayor Eddie Francis and the Windsor-Essex Economic Development Commission, a 12-staff organization supported by the City of Windsor and Essex County, have been productive and demonstrated a willingness to enter into such a partnership. Similarly, a meeting of eight nonprofit and quasi-public economic development partners in late February revealed an interest among all parties to move forward. As of this writing, another meeting in Canada is expected before the American and Canadian teams would be ready to be brought together to discuss a joint effort.

A nearshoring initiative will need resources to dedicate staff to such an endeavor, to develop joint marketing materials, and to cover travel, registration, and other expenses related to recruiting the appropriate global firms.

Strategy #4: Retaining foreign students in Michigan—a resource for our transition to the new economy

“Let me be clear: Our world has changed, utterly. The old Michigan economy is gone.”

*Governor Jennifer Granholm
State of the State Address
February 3, 2010*

Michigan’s Economic Crisis

Michigan is in the throes of a historic economic restructuring. The transition is painful. Regional unemployment, estimated at 14.4 percent in June 2010, is nearly 150 percent of the national average and the second highest of the 49 metro areas with more than one million people.²⁵⁷ In fact, over the last decade, it is anticipated that Michigan will have lost over 1 million jobs, approximately one-fourth of all of its jobs.²⁵⁸

The structural weakening of the Michigan economy has had devastating impacts. In less than one decade, Michigan will likely move from a wealthy and prosperous state to one of the poorest. From 1999 to 2007, Michigan residents moved from the 17th wealthiest per capita personal income in the nation to 39th, an unprecedented drop of 22 spots in eight short years.²⁵⁹ It is anticipated that by the time 2009 statistics are available, Michigan will be one of the poorest 10 states in the union, less than a decade after being in the top third.

Gone are the days when Michigan residents could find high-paying manufacturing jobs without possessing a college degree. In 1970 Michigan had the 13th highest per capita income of any state, yet its residents were only 32nd most educated. While the global shift to the new economy has its roots in the late 20th century, Michigan’s tremendous success in the industrial era enabled it to hang on longer than most any other region. Those times are gone and the restructuring required to move from a manufacturing economy to a knowledge-based one is now upon us.

There is no more important driver to success in the new economy than education. Michigan Future’s second annual report on Michigan’s transition to a knowledge-based economy researched data on the national recession beginning in December 2007 through January 2009 and found that low education attainment industries (primarily manufacturing, construction, retail, and hospitality) suffered job losses nationally of 3.7 million, while the high education attainment industries added 163,000 jobs.²⁶⁰

Michigan’s transition into the new economy begins with college education, but it includes insuring that we re-connect with the spirit of innovation and entrepreneurship that fueled our 20th Century success. Patricia Mooradian, President of The Henry Ford, captured this moment in Michigan’s history and our need to transform in her address before the Detroit Regional Chamber of Commerce’s Mackinac Island Policy Conference in May 2009:

For the better part of the 20th century, Michigan was a hotbed of innovation and a powerhouse of progress that inspired the world. And then, we became too comfortable and change resistant. I believe we can regain our competitive edge if we understand why we succeeded in the first place ...

Throughout the 19th century, our country faced several financial crises. Each were followed by bursts of innovation. In the 1840s, we saw the rise of steam power and industrial production, the 1870s gave us electric light and the telephone and in the early 1900s we saw the mass production of the automobile.

It’s that time again. We must write a new chapter in the story of American innovation.

Michigan immigrants make enormous contributions to the regional economy’s future

What is clear is that Michigan’s foreign born are drivers of this historic economic transformation. Groundbreaking research shepherded by Vivek Wadhwa, a successful serial tech start-up entrepreneur, has uncovered that 25.3 percent of all of

257 While Metro Detroit led the nation in unemployment throughout most of 2009 and 2010, it was recently surpassed by Las Vegas, whose June 2010 unemployment rate of 14.5 percent was 0.1 percent higher than Metro Detroit’s rate. Source is the Bureau of Labor Statistics.

258 “Beyond California: States in Fiscal Peril,” The PEW Center on States, November 2009, pp. 23-24.

259 U.S. Dept. of Commerce, Bureau of Economic Analysis. Released October 2009.

260 Lou Glazer and Don Grimes, “Michigan’s Transition to a Knowledge-Based Economy: Second Annual Progress Report, Executive Summary” April 2009, p. 1.

the high-tech firms founded in the U.S. from 1995 to 2005 were launched by an immigrant.²⁶¹ These high-tech firms are critical players in the job creation and economic expansion of the new economy, and the study estimated that these immigrant-founded companies produced \$52 billion in sales and employed 450,000 workers in 2005.²⁶²

In Michigan, the story is more pronounced. Thirty-two point eight (32.8) percent of all Michigan high-tech startups from 1995-2005 were created by a foreign born resident. Michigan had the third highest proportion of any state, trailing only California and New Jersey. Michigan's foreign born were responsible for a greater share of high-tech startups in their state than the foreign born of Massachusetts, Illinois, New York, Florida, Texas, Pennsylvania, Ohio, North Carolina, or Washington.²⁶³

This result is even more startling when one considers Michigan's relatively small immigrant population. In 2000, only 5.3 percent of all Michigan residents were foreign born, compared to 11.1 percent of the nation as a whole, ranking Michigan 24th of all the states in terms of the percentage of its residents who were foreign born.²⁶⁴ What the findings reveal is that immigrants started high-tech firms in Michigan from 1995-2005 at more than six times the rate of their proportion in the general population.

Wadhwa conducted additional research on America's foreign born as drivers of innovation, technology, and the new economy. Looking at international patent claims before the World Intellectual Property Organization (WIPO), the researchers found that in 2006, 25.6 percent of WIPO patent applications from the U.S. named a foreign national residing in the U.S. as an inventor or co-inventor.²⁶⁵ The finding is even more staggering considering that naturalized U.S. citizens

(in other words, immigrants who have become citizens after arrival) are not counted in this result.²⁶⁶

The WIPO patent research demonstrated the tremendous and disproportionate contribution that immigrants are making in Michigan. 22 percent of WIPO patent applications originating from Michigan in 2006 had one or more foreign nationals as an inventor, ranking the state 8th among all 50 states.²⁶⁷ Again, these are incredible results for a state where only 6.1 percent of its residents in 2007 were foreign born and which ranks only 24th in terms of the percentage of its population that is foreign born. Foreign born Michigan residents were nearly seven times as likely to file an international patent as the average Michigan resident in 2006.

Immigrant contributions to Michigan's economic transition go beyond their contributions to the firms and technologies that are driving the new economy. Michigan's foreign born bring an entrepreneurial spirit, starting businesses "as varied as biotech firms, bridal salons, and bakeries."²⁶⁸ The Small Business Administration tracked new business startups from 1996-2007. Michigan ranked seventh in the nation for the gross number of new immigrant business owners, leading all Midwestern states other than Illinois.²⁶⁹ These 2,276 new immigrant business owners in Michigan represented 15.8 percent of all new business owners in Michigan, suggesting that in Michigan, immigrants were more than three times as likely as native born residents to start a business from 1996-2007.²⁷⁰ This spirit of entrepreneurialism is critical to southeastern Michigan when one considers that metro Detroit ranks 13th (at 0.25 percent) among the 15 largest metropolitan areas in terms of its entrepreneurial activity.²⁷¹ Additionally, these immigrant business owners brought in \$1.5 billion in business income in 2000, representing 8.4 percent of the total business income generated by Michigan business owners in that year.²⁷²

261 Vivek Wadhwa, AnnaLee Saxenian, Ben Rissing, and Gary Gereffi "America's New Immigrant Entrepreneurs" Duke University and University of California-Berkeley, January 4, 2007, found at <http://ssrn.com/abstract=990152>.

262 *Ibid* at 4.

263 *Ibid* at 13.

264 2000 Census numbers are cited because they are the best proxy by which to compare Wadhwa's and Saxenian's findings which cover the period from 1995-2005.

265 Richard Freeman, Gary Gereffi, Guillermina Jasso, Ben Rissing, and Vivek Wadhwa, "America's New Immigrant Entrepreneurs, Part III: Intellectual Property, the Immigration Backlog, and a Reverse Brain-Drain" August 2007.

266 Given that 40.3 percent of all foreign born Americans were naturalized U.S. citizens in 2000, the real contribution of all foreign born Americans (that accounts for both foreign born non-citizen residents, as well as foreign born citizens) might actually be closer to 43 percent of all WIPO applications.

267 *Ibid* at 7.

268 Maria Sacchetti, "More Immigrants Leap into Business Ownership," *The Boston Globe*, December 10, 2009.

269 Robert Fairlie, "Estimating the Contribution of Immigrant Business Owners to the U.S. Economy," *Small Business Administration Office of Advocacy*, November 2008, p. 23.

270 *Ibid*.

271 Robert Fairlie, *Kauffman Index of Entrepreneurial Activity 1996-2008*, April 2009, p. 22.

272 SBA Report at 28.

Michigan’s foreign students represent an important potential resource

While Michigan has enjoyed all of these benefits from its foreign born population, Global Detroit believes that the region has only begun to tap into this potential. Michigan is blessed with a large foreign student population in its colleges and universities. Like their counterparts across the country, Michigan’s foreign students are disproportionately engaged in the science, technology, engineering, and mathematics (STEM) fields of study, further enhancing their value to the region’s economic future. Yet, the state and its colleges and universities have done little to nothing to keep these new economy drivers in the state after their graduation.²⁷³

Michigan is home to world-class colleges and universities that have attracted students from all over the world. With only the 15th largest foreign born population and 25th largest percentage of foreign born of the 50 states in 2007, Michigan’s foreign student population ranked 8th in the nation. 23,617 foreign students enrolled at Michigan colleges and universities in 2008-09.²⁷⁴

Tables 3, 4 and 5 demonstrate diversity among the universities of the study, as well as the countries of origin of these foreign students in Michigan.²⁷⁵ In addition to the nearly \$600 million in estimated expenditures these students bring to Michigan each year they are here studying, these foreign students represent a huge source of global talent that is flowing through the state.²⁷⁶ 38.4 percent of the foreign students in Michigan are studying in the STEM (science, technology, engineering, and math) fields compared to a national average for undergraduate students of 13.7 percent.²⁷⁷ More to the point, 44 percent of all engineering master’s degrees awarded in Michigan are to foreign nationals, along with nearly 62 percent of all engineering Ph.D.s.²⁷⁸ Convincing these talented students to remain in Michigan and become part of the talent, innovation, and culture change driving the new economy is an untapped challenge that lies ahead.

Table 3
Foreign Students in Michigan, National Rank and Economic Impact

	Rank in US	Total
FOREIGN STUDENTS IN MICHIGAN	#8*	23,617 (up 3.3%)
ESTIMATED FOREIGN STUDENTS EXPENDITURE IN MICHIGAN (in millions of dollars)		\$592.4

* Rankings include all 50 U.S. states in addition to Washington, D.C.

Table 4
Michigan Institutions with the Highest Number of Foreign Students

Institution	City	Total
UNIVERSITY OF MICHIGAN AT ANN ARBOR	Ann Arbor	5,790
MICHIGAN STATE UNIVERSITY	East Lansing	4,757
WAYNE STATE UNIVERSITY	Detroit	2,632
WESTERN MICHIGAN UNIVERSITY	Kalamazoo	1,354
EASTERN MICHIGAN UNIVERSITY	Ypsilanti	1,006

Table 5
Leading Places of Origin for Foreign Students in Michigan

Place of Origin	Total Number	% Total
CHINA	3,556	18.1
INDIA	3,238	16.5
SOUTH KOREA	2,464	12.5
CANADA	2,356	12.0
TAIWAN	765	3.9

The lost opportunity of foreign students

Global Detroit is not alone in recognizing the untapped potential of foreign students in driving America’s supremacy in the global economy. Thomas Friedman has reflected on his participation at the commencement ceremonies at Rensselaer Polytechnic Institute’s (RPI), one of America’s leading science and engineering schools:

273 This is not that surprising given that efforts to retain native born college graduates have only recently been developed and implemented.
274 “Open Doors 2009 State Fact Sheet Michigan,” Institute of International Education, November 16, 2009.
275 All Tables are from Open Doors 2009, Institute of International Education.
276 Ibid.
277 Michigan numbers from Open Doors 2009. National numbers are from Xianglei Chen and Thomas Weko, “Students Who Study Science, Technology, Engineering and Mathematics (STEM) in Postsecondary Education” for the National Center for Education Statistics, U.S. Department of Education, NCES 2009-161, July 2009, p. 4.
278 Compete America, The Alliance for a Competitive Workforce citing “Engineering and Technology Degrees 2007” study of the American Association of Engineering Societies.

First I had to laugh. Then I had to cry ... I had a front-row seat as the first grads to receive their diplomas came on stage, all of the Ph.D. students. One by one the announcer read their names and each was handed their doctorate—in biotechnology, computing, physics, and engineering—by the school's president, Shirley Ann Jackson. The reason I had to laugh was because it seemed like every one of the newly minted Ph.D's at Rensselaer was foreign born. For a moment, as the foreign names kept coming—"Hong Lu, Xu Xie, Tao Yuan, Fu Tang"—I thought that the entire class of doctoral students in physics were going to be Chinese, until "Paul Shane Morrow"

saved the day. It was such a caricature of what President Jackson herself calls "the quiet crisis" in high-end science education in this country that you could only laugh.²⁷⁹

While anecdotal, Friedman's observations have been echoed by other leading observers. James Fallows, the national correspondent for *The Atlantic*, has pegged America's future success on our university system, receptiveness to immigration, and a culture of innovation.²⁸⁰ The untapped opportunity created by retaining foreign students is best captured in the article by the following:

OSAMA SIBLANI

Born in Beirut, Lebanon in 1955, Osama Siblani came to the United States in 1976 to pursue his education. He completed a bachelor's degree in electrical engineering at the University of Detroit three years later and assumed the position of Vice President at Energy International, Inc., an import-export firm dealing with the Middle East.

Seeing a lack of Arab and Arab-American perspectives in mainstream media, he founded The Arab American News in 1984. The goal of his newspaper is to be a media outlet for Arabs in America, as well as a medium to communicate an Arabic point-of-view to Americans. "We are a diverse community ourselves... from different nations, of different religions, with different dialects," says Siblani. "And when we started, our community was not known to the mainstream."

Siblani has carved his niche in the media world, and is asked to weigh in on issues concerning Arab nations and Arabs in America by the mainstream media. He's travelled the country and the world, but is happy in Detroit. "Leaving the Detroit area has never crossed my mind," he says. "There is a large Arabic community, and people in Michigan are friendlier than any other place in the United States, maybe in the world." Cost of living and diversity also make his "pro-Detroit" list. "You can buy a home here for the fraction of the price, and it's a multi-cultural society."

Siblani believes that more immigrants and more small businesses can strengthen the Detroit region's competitive edge by opening the area up to a world market. "In order to compete in this world, you need to understand the world in which you are competing," he says. "This is no longer a closed society, the world is shrinking so, in order to compete, we need to bring the world to us rather than exporting jobs."

To nurture an environment that is friendly to immigrants, Siblani urges tolerance and understanding. "We need to protect our country, but also be more respectful when people come from different cultures," he says. "We need to create an environment where immigrants can come here and protect their investment... where people can come here and feel comfortable, and people like me will come here, study and stay -- and create something very successful."



"...people in Michigan are friendlier than any other place in the United States, maybe in the world."

279 Thomas Friedman, "Laughing and Crying," *The New York Times*, May 23, 2007.

280 James Fallows, "How America Can Rise Again," *The Atlantic*, January/February 2010.

"We scream about our problems, but as long as we have the immigrants, and the universities, we'll be fine," James McGregor, an American businessman and author who has lived in China for years, told me. "I just wish we could put LoJacks on the foreign students to be sure they stay."²⁸¹

The challenge for Global Detroit is to develop our own system of LoJacks to retain this talent. In fact, the state has only begun its efforts to retain non-immigrant students in Michigan. Whether it's Governor Granholm's Cool Cities efforts or Intern In Michigan, these initiatives are only now beginning to take hold.²⁸² New initiatives and ideas will be needed to include foreign students in these efforts and/or to address the barriers that their immigration status presents

Foreign student retention recommendations

1. Sell the region from the moment of first contact until graduation

Hosting an international student can be a lucrative, but time-consuming and complex endeavor for a university. In addition to the traditional academic scheduling, counseling, and administration that the university must provide, international students require immigration legal assistance, as well as assistance navigating the particulars of student life (housing, meals, transportation, health care, social activities, etc.). It is not surprising that colleges and universities have little time left for worrying about post-graduation endeavors or encouraging foreign students to settle in Michigan.

Meetings with academic officials at Wayne State University, Oakland University, Michigan State University, and University of Michigan, however, reveal that they are interested in retaining students in the region, but need the resources to do it. Global Detroit should work to insure that funding is available to market southeast Michigan as a final destination after graduation to these students from the moment they are recruited to attend the university, during their orientation once they arrive, throughout their time on campus, and as they prepare to leave.

There are literally dozens of ideas on how to do this. Regional marketing materials (either those already developed by Travel Michigan, the Detroit Visitors and Convention Bureau, those developed for foreign trade missions, or new materials developed specifically for this purpose) should be included in materials sent to prospective students, as well as during university recruiting trips abroad to international student conferences. Efforts should be made to show prospective students the regional offerings during on-campus visits. Universities could partner with the Detroit Orientation Institute, Detroit Visitors and Convention Bureau, or the Cultural Ambassadors program recommended in this study, to insure that prospective students are appropriately introduced to the region.²⁸³ The same efforts to properly introduce international students to the region and to market it as a destination after graduation should be applied when students receive acceptance materials and during orientation once they arrive on campus.

Use of the Cultural Ambassadors, in particular, could have significant impacts on international students. By connecting with Michigan residents outside the university with ties to their homeland, these international students will have a local connection that can last a lifetime. In addition, such connections can be important during an academic experience. Dinners off campus, care packages during exams, weekend excursions, and social interactions outside of school can truly make a foreign student feel at home even half the world away from the native land.

An entire program of sustained integration and recruitment activities should be developed and implemented throughout the academic year. The University of Michigan's International Center already offers weekend bus trip activities to regional attractions and events. These should be expanded to other institutions, as well as student associations of non-immigrants with similar ethnicities as international students (e.g., Hispanic Student Association, Indian Student Association, etc.). The Cultural Ambassadors program, along with ethnic chambers, foreign business associations, and nonprofit cultural community organizations, ethnic religious organizations (e.g., Hindu temples, Korean churches, etc.), and others should be

²⁸¹ *Ibid.*

²⁸² Ron French, "Michigan Efforts Fail to Slow Population Exodus" *The Detroit News*, April 3, 2009.

²⁸³ Certainly not all university professors, departmental directors, or faculty should be relied upon to introduce prospective international students and faculty to the region. Many such academics are too busy with their own study, research, and work to get out into the region much and may not be local to the region. If there is a need to use such academics as the tour guides, the program could work to train such persons or to insure that these personnel are informed about regional offerings, particularly those that will appeal to specific international communities.

recruited to join these foreign student retention efforts and participate in developing activities and connections. While these ethnic organizations have a special role to play, partner recruiting should not be limited to these organizations, but should be extended to non-immigrant groups who care about the region or have unique abilities to attract future residents (e.g., Detroit Institute of Arts, professional sports teams, the Parade Company, Detroit Synergy, Leadership Oakland, etc.).

In short, this needs to be an intensive, round-the-clock recruitment initiative with the broadest participation possible. Even if international students are not ultimately successful in finding a legal pathway to stay in the area or decide to locate somewhere else, these efforts will create lifelong connections to the region that may pay dividends for our regional economy in unknown ways (such as future foreign direct investments if the student returns to their home country and becomes a business leader later in their career). While daunting, there is plenty of untapped goodwill within the region, especially considering the economic benefit that retaining these foreign students promises to our region.

2. Connect foreign students to local employers

Foreign students encounter several barriers to remaining in Michigan even if they are sold that this is where they want to establish their new home. Having emigrated from a different corner of the globe, these students understandably lack significant networking and local knowledge opportunities, which can be important to landing a job in any market. To be successful, this initiative will need to connect international students with potential employers. These important connections can assist foreign students in developing internship experiences, part-time jobs, and even full-time employment. Such a strategy could ensure that foreign student associations are connected to the following:

- Local ethnic chambers of commerce;
- Individual businesses started by or staffed by particular foreign born entrepreneurs, or having significant business presence in foreign countries;
- Local ethnic communities, business districts, and cultural organizations; and
- Cultural Ambassadors program.

These organizations could be brought onto campus for events, and/or students could be brought to these communities for

special events. Additionally, high impact events could be used to showcase international student research and academic achievement for local business communities.

3. Develop pathways to help legally navigate immigration barriers

Foreign students don't just face the usual job challenges of other university students in a down economy. In addition to having to focus on their studies, rather than looking for a job, international students must deal with:

1. Misinformation about or unfamiliarity with complex U.S. immigration legal procedures;
2. Absence of targeted networking, internship programs, or connection to the region;
3. Cultural and/or language barriers to securing a job in the American business community;
4. Employer base that generally lacks familiarity with foreign educational institutions and/or credentials that the student might possess; and
5. Employer unfamiliarity or misinformation about OPT, H-1B, and other immigration procedures.

Ultimately, foreign students likely will need an employer-based visa or skilled worker visa to remain in the region. Some may find other pathways through marriage, jobs at the university, jobs for the U.S. operations of firms from their home country (if their country has a foreign investment treaty with the U.S.), etc. In short, there are nearly 50 different legal residency statuses in U.S. immigration law and, while most college-educated foreign born workers enter through a green card or employer-sponsored visa, chronicling all the pathways to legal residency is beyond the scope of this study. Instead, a foreign student retention initiative should focus on maximizing the opportunities for students to navigate their own pathway.

Two major pathways for international students to connect to local employers and potential opportunities that can help them remain after graduation are Curricular Practical Training (CPT) and Optional Practical Training (OPT). A CPT is defined to be alternative work/study, internship, cooperative education, or any other type of required internship or practicum that is offered by sponsoring employers through cooperative agreements with the school. Most foreign students will want to limit their CPT to less than a year because students who have

received one year or more of full-time curricular practical training are ineligible for post-completion academic training.²⁸⁴

OPTs enable foreign college and university graduates to remain in the United States up to a year after graduation. Since April 2008 students in selected science, technology, engineering, and mathematics (STEM) fields have been able to extend their OPT an additional 17 months (bringing its total duration to 29 months). Under an OPT, the foreign student must work in a job directly-related to their major area of study. OPTs are available both for part- and full-time jobs during vacations, while working on a thesis or dissertation, during the school year (limited to part-time), and, of course, after graduation. Students are able to change jobs during their OPT so long as the new job is directly related to their field of study and/or hold multiple jobs in their field of study.

Both CPTs and OPTs are granted by USCIS based upon the academic requirements and support from the university. Neither program requires a pre-approved employer to be secured and many international student services officers encourage their foreign students to apply for an OPT even before they finalize plans after graduation. Both programs can be tools to increasing southeast Michigan's retention of its international students. The CPT can be an important networking tool for an international student to work with a local business and to meet others in the business community who might be future employers.

The OPT program provides a temporary solution to immigration problems. During the OPT, a foreign student can seek an H-1B visa with an American employer or develop another pathway to legal residency. The OPT program empowers the student to work through their college or university (with whom they are already familiar) to navigate this immigration law hurdle, rather than some prospective employer. And OPTs are granted rather easily and without a formal statutory cap.

From a local employer's perspective, an OPT can be a uniquely attractive staffing strategy. Its temporary nature enables an employer to observe a student's work without having to make a long-term hiring commitment or commit the legal costs of seeking an H-1B visa for the student.²⁸⁵ OPT workers

bring a number of assets to an American employer. They often are multilingual, possess special knowledge of markets and customs in their home country, and provide unique insights to their work inherent to having a diverse workforce with experience in different countries. The OPT helps bridge skepticism some American companies may have with foreign degrees and credentials. Hiring an OPT worker may also bridge the gap local companies may encounter when being unfamiliar with U.S. immigration laws. In hiring an OPT worker, a local employer does not need to engage the immigration process.

The proposed initiative for Global Detroit would focus on both sides of CPT and OPT work relationships. It would provide assistance to foreign students, colleges, and universities in Michigan to encourage the students to remain in southeast Michigan and apply for an OPT. It would connect foreign students with employers that would be interested in hiring them during their OPT. The foreign student retention initiative also would recruit employers to encourage them to hire OPT students, helping to explain the program's opportunities and benefits to local companies, and linking them with talented students who are eager to help their companies.

An OPT matching initiative was proposed in Cleveland by immigration attorneys Richard Herman and Rose Zitiello under the name "International Students for Hire," but was never funded. Borrowing from its vision, an OPT initiative supported by Global Detroit could:

1. Identify, recruit, and secure the participation of 5-10 companies that would participate in a pilot project that would require companies to:
 - a. Participate in a training and technical assistance workshop to familiarize HR staff with the CPT and OPT programs;
 - b. Commit to taking at least one OPT for the coming year;
 - c. Participate in two to four "best practices" sessions between participating companies; and
 - d. Agree to serve as champion for an expanded OPT program, if results are promising.
2. Work with Michigan college and universities to:
 - a. Ensure that appropriate university staff are equipped to support and assist foreign students with filing an OPT application;

²⁸⁴ 8 CFR 214.2(f)(10)(i).

²⁸⁵ If the business decided eventually that it wanted to pursue a long-term relationship with the foreign student, of course, it would need to incur these costs and difficulties at the time an H-1B or other visa was sought.

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- b. Develop faculty willing to support the OPT initiative;
 - c. Market the OPT program to foreign students by developing materials explaining the program, holding workshops and seminars on campus, referring students to OPT initiative staff, etc.; and
 - d. Participate in “best practices” sessions with other universities.
3. Work with the following organizations to help identify OPT employment opportunities:
- a. Human Resources Association of Greater Detroit;
 - b. Intern In Michigan;
 - c. Cultural Ambassadors program recommended in this study;
 - d. Detroit Regional Economic Partnership, Tech Town, Ann Arbor Spark, and Automation Alley;
 - e. Foreign business associations
 - f. Ethnic chambers; and
 - g. Consul General Corps.

Intern in Michigan as a host organization

Global Detroit should work with local colleges and universities, their international student services offices, foreign student associations, the Cultural Ambassadors program recommended in this report, and regional business partners to develop a comprehensive foreign student retention initiative. This collaboration should be housed at a regional economic development partner (who has more incentive than the university to insure that foreign students remain and who may have better access to potential employers, which are anticipated to be more difficult to recruit than universities or foreign students).

The Intern in Michigan program provides one such option. Intern in Michigan is designed to keep Michigan’s college grads in Michigan and to connect Michigan’s businesses to young Michigan talent. It is a statewide, coordinated effort engaging key partners including the Detroit Regional Chamber, West Michigan Strategic Alliance, Presidents Council, State Universities of Michigan, Mid-Michigan Innovation Team, and a grant from Workforce Innovations in Regional Economic Development. The goal of this statewide system is to place 25,000 Michigan college students in Michigan-based internships by year five of the project. The program relies on partnerships with key intermediaries such as business associations, hundreds of chambers, and the career and internship offices of Michigan’s colleges and universities. The

InternInMichigan.com site is being developed in partnership with a team of Michigan-based entrepreneurial companies: Digerati, Issue Media Group, and MediaGenesis. Before the launch of this effort, Michigan lacked a single-source for promoting critical job opportunities to Michigan-educated young professionals.

Linking the foreign student retention initiative with the Intern in Michigan program would create several advantages. It would capitalize on strategic alliances already created between universities (represented through the President’s Council) and businesses (represented through the Detroit Regional Chamber, West Michigan Strategic Alliance, and other economic development associations). The need to recruit employers matches well with Intern in Michigan’s other work, and existing relationships can be used to host an employer event for such purposes. Additionally, Intern in Michigan could use its own interns or foreign students on CPTs to further develop and implement the initiative.

It will be important to insure that efforts are made to reach beyond the university President’s offices and employment placement offices to include international student support offices, given the fact that such offices oversee the vast majority of the student-university relationship for international students. While the interactive web program is deservedly the flagship initiative of Intern in Michigan, it also will be important to insure that the OPT program, regional marketing efforts, and specialized employer recruitment proposals (that include educating employers on the opportunities that exist to engage foreign students) are not ignored in favor of the website applications.

Strategy #5: A regional cultural ambassadors program

Global Detroit’s research demonstrates that metro Detroit’s foreign born are significant contributors and assets to building a new economic future. Our region’s immigrant population is helping to drive the “talent, innovation, and culture change” necessary to speed our economic restructuring. Developing a strategy to attract foreign born knowledge workers is directly related to sustained economic growth and entrepreneurialism. With over 100 ethnic groups represented in our community, we can build on our existing diversity to attract the innovators and entrepreneurs that will start the high-tech Michigan firms that will power our economic growth and invent the technologies that fuel our

continued prosperity. Building on our existing diversity will help us attract and retain foreign companies and investment in our region.

“Cultural Ambassador” programs help integrate company workers, foreign students, and entrepreneurs into the cultural and social fabric of their new community. Such programs can assist in expediting trade among the international regions and securing foreign investment. While the Welcome Mat strategy will help to insure that basic social services exist to support immigrants across the spectrum and the Welcoming Michigan strategy will help create a more welcoming environment, a Cultural Ambassadors program focuses on integrating skilled workers, foreign students, foreign investors, and foreign dignitaries to the region.

Existing assets and initiatives upon which to build

Southeast Michigan already possesses significant assets to help integrate our region’s international knowledge workers, investors, students, and dignitaries. The state would not rank third in the nation for proportion of high-tech firms started by foreign born residents, eighth in the nation for the number of foreign university students, or eighth in the nation for international patents filed by unnaturalized foreign born inventors if it could not integrate international talent. Similarly, it is doubtful that metropolitan Detroit’s foreign born population would have the third most productive immigrant population of the 25 largest metropolitan areas if skilled foreign labor and companies did not feel welcome. And while the region has the largest foreign born population of all the Great Lakes metros after Chicago, it admittedly is not as diverse and welcoming as San Francisco, New York City, Boston, or Chicago.



NURTEN URAL

Nurten Ural’s parents were deported from Crimea during World War II to German work camps. They moved to Turkey after the war and started their family. When the United States opened its arms to these refugees, they moved to Detroit to rejoin family who had moved here straight from Germany.

Ural’s parents moved here with practically nothing and she wants to make it easier for other immigrants to have their basic needs met. “This help could be as simple as helping them how to get their drivers license, how to find a place to rent, how to sign up to school, where to look for jobs,” she says. “Students also need help with some of the items listed above and more importantly, when they graduate from school, they need help in finding jobs.”

Ural believes that working personally with immigrants has the potential to improve trade relations -- with a potential added bonus of business attraction for Michigan. “(They could) take products from Michigan to their countries that can be sold there, and have businesses from their countries settle in Michigan,” she says. “(This could) make it attractive for distribution centers or manufacturers to make Michigan their home.”

As an entrepreneur, Ural looks at the bottom line when it comes to considering where to locate her business so, while cost of living enters into the equation, there are also intangibles that factor into the important decision of where to live. “The Detroit area has a diverse culture population, that immigrants may feel comfortable settling in,” she says.

“The Detroit area has a diverse culture population that immigrants may feel comfortable settling in.”

1. Ann Arbor Spark Cultural Ambassadors Program

Ann Arbor Spark's Cultural Ambassadors (CA) program was formed in 2008 to attract foreign born knowledge workers to the region and to help integrate them into the cultural and social fabric of their new community, as well as to foster international trade networks.

The initiative is subdivided into volunteer culture teams (e.g., Team Japan, Team India, Team Russia, Team Israel, Team China, etc.) and engages in activities at both the culture team level and the group level. At the culture team level, each nation or region that is represented in the CA program has its own team of community and business members, which is responsible for holding meetings, advancing its culture's agenda and promoting cultural awareness. Team members work to strengthen cultural networks by identifying fellow nationals in the community and enhancing and marketing local cultural events. Each team also is responsible for creating ties with its country's international business community and marketing the region to that community. The volunteers are supported by a small fraction of one staff person's time.

At the group level, CA is working to change Federal immigration laws, which inhibit the region's ability to attract the brightest global minds of the "knowledge economy." Through immigration reform, the group also hopes to facilitate the effective integration of international students into the U.S. economy and to attract entrepreneurs and capital to distressed areas. CA has presented to entities such as the University of Michigan's Ross School of Business and the Society of Automotive Engineers Conference to inform students and engineers about business and living opportunities in the Ann Arbor region. Ann Arbor has a strong culture of entrepreneurship, but many students are not informed about the region's business assets, such as its incubators. CA hopes that by learning about these types of opportunities, and about the cultural diversity in the region, students might be more likely to stay in the area after graduation, thus contributing to the talent and knowledge pool in the region. Additionally, CA hopes to use its cultural networks to actively bring in new companies, and to provide a rapid response to site-selecting companies visiting the Ann Arbor region.

The CA program maintains a Wiki page (web page that anyone can edit) that cultural teams utilize to identify community resources, such as family medical practices, dental practices, child and day care, English language classes, ethnic grocers and restaurants, ethnic and cultural resources and organizations, ethnic media, religious organizations, and professional organizations.

2. Detroit Regional Economic Partnership

The Detroit Regional Economic Partnership (DREP) is a \$2 million per year, 7-person public-private partnership that brings business to the region, facilitates business development, and creates awareness about the benefits of doing business here. DREP is supported by some 100 "investors," that include the public economic development arms of all ten Southeast Michigan counties, the region's economic catalyst organizations (i.e. Ann Arbor Spark, Automation Alley, and Tech Town), universities, and dozens of private companies. DREP works with the public partners and private sector investors to provide:

- Business advisory services, including North American entry strategies and implementation;
- Market intelligence and research;
- Information and referral to technical specialists;
- Relocation assistance;
- Networking opportunities to promote regional and global business relationships;
- Business attraction missions and matchmaking;
- Briefings on export opportunities; and
- Marketing to enhance the perception of the Detroit region as a great place to work, live and play.

DREP regularly (once to twice a week) hosts foreign delegations including ambassadors, foreign trade missions, and companies considering making foreign direct investments.²⁸⁶ In hosting these delegations, DREP has developed an extensive list of resources within southeast Michigan to help integrate international interests to the region. These resources included the region's consulate corps, ethnic and foreign chambers of commerce, as well as foreign firms that are already invested in the region. DREP tends to work with countries who have traditionally comprised the foreign direct investments in the region, including Canada, Europe, Mexico, Brazil, Korea, India, China, and Japan.

3. Automation Alley International Business Services

Automation Alley is Michigan's largest nonprofit technology business association. It covers the City of Detroit and counties of Genesee, Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne. Started in 1997 by Oakland County Executive L. Brooks Patterson, Automation Alley seeks to leverage the combined strength of the region's high-tech companies into an international marketing strategy that could be used as a tool to attract skilled talent and cutting-edge businesses.

The International Business Services program helps small- and mid-sized southeast Michigan companies develop an international presence, as well as attract foreign direct investment to create jobs and economic growth in the region. Automation Alley has conducted trade missions to Brazil, Mexico, China, Germany, India, Israel Central and Eastern Europe and to date has garnered more than \$200 million in signed export contracts for participants and the region, as well as \$42 million in investment attraction.²⁸⁷

A business accelerator program launched in 2003 brings together businesses, educators and government to help entrepreneurs accelerate the commercialization of new technologies and services. With Automation Alley's support and resources, ideas are turned into usable, marketable technology solutions. Assistance includes limited pre-seed and commercialization funding, business plan and strategy development support, as well as a powerful network of experts and mentors.

Automation Alley's "International Concierge" initiative offers a "soft landing" resource for foreign businesses, government entities and educational institutions. The Alley is dedicated to making it convenient and attractive to do business in Southeast Michigan. Specifically, Automation Alley provides cost-free support services for foreign organizations for a period of up to two weeks while individuals explore investment or business opportunities within the region. Services include:

- Assistance in scheduling meetings with government officials, attorneys and CPAs;
- Arrangements for company and/or site visits;

- Opportunities for regional economic developers to make presentations to visiting foreign companies and governments;
- Access to Automation Alley computers, IT support and telephones;
- Access to workstation and meeting rooms;
- Video and telephone conferencing to facilitate meetings with Michigan companies; and
- Discounted transportation and lodging opportunities.

Automation Alley offers to introduce representatives of foreign companies to area economic developers, representatives from companies with whom they want to do business, attorneys, CPAs and any other appropriate contacts.

4. TechTown

TechTown began in 2004 as an economic engine to jump-start Detroit's economy. Wayne State University, General Motors Corporation, and Henry Ford Health System collaborated to create a business incubator that would provide startups with the resources they need to be successful. TechTown assists entrepreneurs who are creating jobs and building centers of excellence in emerging industries like life sciences, alternative energy, and advanced engineering.

TechTown operates its own "soft landings" program of services designed to assist foreign companies seeking business expansion opportunities in Michigan and North America. In 2009, the National Business Incubator Association accredited TechTown's International Soft Landings program (ISL), a distinction only offered to a dozen such "soft landings" programs in the world. ISL provides office space and other business services, plus high-level access to regional decision makers, key organizations, executives, companies and suppliers within the automotive engineering, biobanking, water technology, alternative energy, advanced manufacturing, and logistics industry sectors. ISL is supported by Wayne State University, Michigan State University, University of Michigan, University of Detroit Mercy, University of Windsor, Canada; and Tecnológico de Monterrey, Mexico.

Through its network of domestic and international partners, ISL is able to provide introductions to organizations and trading partners in the U.S., Canada, Mexico, Europe and China. ISL provides a complete business environment to small- and

mid-sized companies for the purpose of accelerating their company's expansion and trade in Michigan and North America. Selected services include:

- A variety of office choices (mailbox, cubicle, office, and/or wet or dry laboratory space);
- Telecommunications equipment;
- Shared, full-time receptionist;
- Housing assistance;
- Language training and translation;
- Grant writing;
- Compliance;
- Legal and accounting services;
- Patent assistance;
- Intellectual property protection assistance;
- Domestic market research; and
- Access to capital.

Through the ISL, TechTown secured the Tech BA-Michigan ("Technology Business Accelerator"), one of six worldwide contracts the Mexican government created to bring their fastest growing technology companies to recognized centers of excellence for joint ventures and global business expansion. TechTown also hosts an India Business Forum and China Business Forum. Finally, TechTown recently signed a memorandum of understanding with the Odette School of Business at the University of Windsor in Ontario, Canada to promote cross-border business among startups in Ontario and Southeast Michigan. As part of the agreement, TechTown and the University of Windsor will exchange emerging companies looking to explore international markets and student interns seeking international business experience.

5. Other regional resources

A full listing of regional resources that can assist the region's efforts to welcome foreign knowledge workers, students, and entrepreneurs into southeast Michigan culture and social fabric is beyond the scope of this paper. Detroit is fortunate to have such assets as a TiE Detroit chapter that was formed as early as 2001 and can attract as many as 500 to its conferences. TiE (which began as The Indus Entrepreneurs, but has come to mean Talent, Innovation, and Enterprise) is the world's largest nonprofit devoted to entrepreneurialism.

Other regional assets include an organized consular corps that includes representation from nearly 50 nations and their local consulate offices and honorary consulates. Finally, the region is strengthened by the presence of numerous business associations and ethnic chambers of commerce that are eager to connect local businesses to their home countries, as well as connecting companies from their homelands to southeast Michigan.

Recommendation

Global Detroit should support the creation of a Cultural Ambassadors program to integrate international knowledge workers, foreign students, and international entrepreneurs into metropolitan Detroit. While Global Detroit's Welcome Mat strategy will help to insure that basic social services exist to support immigrants across the spectrum, and its Welcoming Michigan strategy will help create a more welcoming environment, a Cultural Ambassadors program focuses on integrating skilled workers, foreign students, foreign investors, and foreign dignitaries to the region. The Cultural Ambassador initiative will help enhance and promote a welcoming culture in our community that embraces talent and ideas from all parts of the world and helps create a climate for innovation and global competitiveness.

Ann Arbor Spark's Cultural Ambassadors program provides both a good model of how to efficiently provide such a program, and it has made some initial progress. It has lacked virtually any financial support, utilizing the goodwill of dozens of volunteers and relying on a very small portion of one staff person's time. By funding a full staff position located in Detroit, the Cultural Ambassadors program can:

1. Increase the number of cultural "teams" operating;
2. Insure the program is regional, drawing volunteers from and serving skilled workers, students, entrepreneurs, and companies throughout Wayne, Oakland, Macomb, and Washtenaw counties;
3. Expand the level of activity to include more events and strategic outreach to more universities, professional associations, etc.

4. Broaden the initiative's web presence with more information on the resources available to international workers, students, entrepreneurs and companies;²⁸⁸
5. Integrate itself with existing networks, assets, and resources that exist at the Detroit Regional Economic Partnership, Automation Alley, TechTown, consulate corps, foreign business associations, ethnic chambers, etc.; and
6. Connect the initiative to the other Global Detroit strategies, including the retention of foreign students, the Welcome Mat, the Welcoming Michigan campaign, efforts to attract global firms whose growth is hampered by restrictive immigration laws on skilled workers, and the creation of an EB-5 investor visa regional center.

The recommendation would be to provide Ann Arbor Spark with the resources to accomplish these tasks provided that such additional staff is located in Detroit, perhaps at DREP or TechTown.

Strategy #6: Connect foreign born communities with regional leadership

Creating a welcoming community for immigrants requires foreign born communities to feel connected to and represented by regional political, social, economic, governmental, and philanthropic leaders and institutions. During the close to 50 Welcome Mat interviews, immigration service provider organizations regularly reported that their communities felt invisible and ignored. Sometimes even the smallest of gestures can go a long way to creating a sense of belonging and welcoming within an entire ethnic community.

Dr. Sook Wilkinson, the Chairperson of the Governor's Advisory Council on Asian Pacific American Affairs, explained this experience to the study's author in an email after a Global Detroit presentation was made to the Council:

I cannot describe to you how it felt to visit the [Welcoming Center for New Pennsylvanians] website. I've been living in Michigan since 1975. My life in Michigan has been wonderful in so many ways, but I've always felt that

everything was an uphill battle. I've never felt that there was a welcome mat laid out for me as I did visiting the website. What an incredible feeling to be wanted and sought after by the leaders of a region in strategic ways!

When a state becomes known to be friendly and welcoming to immigrants, the words will spread fast. They'll tell their friends and family members, who in turn will invite their friends and others to join them.

Please sign me up to help you with your [Global Detroit] project in whatever way I can.²⁸⁹

Insuring that southeast Michigan's elected officials and corporate leaders are regular visitors to immigrant community organizations and events can be a difficult task to coordinate and make happen. It would depend on these leaders making the time and effort in their incredibly busy schedules to include this outreach. Indeed, some of it already happens. Attending the annual ACCESS, Arab Chaldean Council, Michigan Hispanic Chamber of Commerce dinners will reveal a veritable who's who of southeast Michigan and state leadership.

A number of more specific efforts could be made and formally supported by Global Detroit. No list of such ideas will ever be complete, but such efforts might include:

- **Create an Annual New Detroiters Community Day** – An annual event celebrating the contributions of all foreign born residents and entrepreneurs in the region can serve as an organizing tool to bring immigrant communities and non-immigrant leadership together. Boston's "Community Day for New Bostonians" offers a model of what can be done. The day can include public celebrations and recognition of specific ethnic groups, as well as the foreign born collectively. It also can go beyond simple ceremonial matters and can be an opportunity for the Welcome Mat of services (e.g., immigration lawyers, ESL providers, citizenship classes) to connect with immigrants. Finally, it can serve as a vehicle for an annual "State of the Community" report on the challenges, opportunities, and successes experienced by immigrant communities in the region.

288 Helen Love, Marcia Danner, and Patricia Banker Peart's book "Global Journeys in Metro Detroit" (2000) offers a great, 498-page, starting point in listing cultural assets that are available in the region.

289 June 5, 2009 email from Dr. Sook Wilkinson.

- **Develop Leadership Detroit scholarships and slots for ethnic community leaders** – The Detroit Regional Chamber of Commerce runs one of the region's pre-eminent training and networking programs, Leadership Detroit. Each year 65 participants pay \$3,250 to engage in 12 full days over 9 months of activity training them as leaders, educating them about the region, and connecting them to other leaders in the region. Some partial scholarships are awarded each year. 1,500 leaders have graduated from the program since it began in 1979 and certainly numerous ethnic community leaders are among the graduates.

The groups that most frequently reported feeling invisible and unconnected to the region tend to be groups that have not participated in Leadership Detroit. For these smaller ethnic populations, such as the Yemenese or Bangladeshi populations, they often lack the resources to pay for their leaders to participate. Moreover, they may not even know about the opportunity that exists. Finally, because the community is so new to the region, applicants from the community may have less impressive applications than those who have longer-established presence in the region. A specific number of additional seats could be slated, funded, and created within future Leadership Detroit classes for emerging ethnic group leaders.

- **Insure that ethnic community leaders are invited to important events** – In addition to all of the various events for which tickets are sold, the region regularly has events that do not require an entrance fee, but that are restricted. Political inaugurations, State of the City, and State of the County addresses are examples, as are groundbreaking and ribbon cutting ceremonies and various press conferences. The inclusion of ethnic community leadership here is similar to that of the Leadership Detroit program. In other words, established ethnic communities already are invited and participate in these events, but newly-emerging communities usually are not. Global Detroit could work to insure that organizations that host such events have current lists of emerging ethnic communities and their leadership to insure

that these groups who currently “feel invisible” are on the invitation lists of municipal, corporate, and philanthropic leaders.

- **Purchase tickets for ethnic community leaders to attend regional events** – Southeast Michigan has a number of events that draw the region's leaders. Most of these events carry ticket prices that are not insignificant to leaders in newly-emerging ethnic communities. For example, tickets to the North American International Auto Show Charity Preview are \$250. Tickets to the Michigan Political Leadership Program's annual fundraising dinner in Livonia are \$150. Tickets to the Hob Nobble Gobble Thanksgiving Day Parade fundraiser are \$350. Purchasing tickets to these events for ethnic community leaders can insure that they have the opportunity to network with the region's leadership in these informal ways, as well as support the regional institutions that benefit from these and other events. Even if the expense of purchasing additional tickets to these events is too much for a Global Detroit initiative to bear, organizations that already purchase tickets to these events could be encouraged to distribute a portion of their regularly purchased tickets to emerging ethnic community leaders, or the events themselves could be encouraged to set aside some tickets for these leaders at a free or reduced rate.
- **Provide Scholarships for Ethnic Community Leaders to Attend the Detroit Regional Chamber's Mackinac Island Policy Conference** – The Detroit Regional Chamber of Commerce's annual Mackinac Island Policy Conference is one of the state's premiere gathering spots to discuss the region's future. Some 1,500 state leaders from the corporate, governmental, and philanthropic sectors gather for several days of seminars, discussions, and networking. The conference costs \$2,000 for non-members of the Chamber, a fee that few emerging ethnic community organizations can afford to send their leadership. Insuring that these organizations have the resources to send their key leaders would help them to connect with regional leadership.

Strategy #7: Strengthen, grow, and revitalize Detroit neighborhoods and those in other core communities

Global Detroit is not unique in identifying immigration as a strategy to revitalize urban neighborhoods. In fact, versions of this strategy have been written for Baltimore,²⁹⁰ Philadelphia,²⁹¹ Cleveland,²⁹² Boston, and Grand Rapids,²⁹³ to name a few. Lou Glazer, the President of Michigan Future, Inc. tells the story of the process by which immigration helps revitalize urban neighborhoods.

Once immigrants settle in a neighborhood they attract the next wave of immigrants who want to live in close proximity to their countrymen. This process transforms once deteriorated neighborhoods. Housing stock is upgraded as homes are renovated, and new housing is built where abandoned buildings and vacant lots used to be. Immigrant entrepreneurs open neighborhood restaurants, stores and entertainment venues to serve neighborhood residents. The most successful of these neighborhoods attract customers from across the region—some even becoming tourist destinations.²⁹⁴

Immigrants are essential to urban population growth and/or stability

This process has been the central answer to population loss in urban America. “Foreign immigration has proven to be among the best remedies for urban population loss.”²⁹⁵ In fact, the notion that attracting immigrants could reverse Baltimore’s

five-decade population decline inspired community leaders to commission a December 2002 study by the Abell Foundation.²⁹⁶

Baltimore Must Become a Pioneer in Planning for Immigrant-Led Growth

The results of this investigation lead to some stark conclusions:

For cities of Baltimore’s size (between 250,000 and 1 million) outside the Sun Belt,²⁹⁷ population decline is the norm without immigration. Moreover, immigration explains all of the growth that does occur. The premise of this study—that immigration is an answer to stopping Baltimore’s population decline—is more than confirmed. The data say that if Baltimore is **to stabilize its population, immigrants are essential.**²⁹⁸

In short, immigration has become America’s leading driver of population growth and is projected to account for 66 percent of the nation’s increase in population in the next century, the majority of which is expected to occur in urban areas.²⁹⁹ This positive correlation between a city’s overall population growth and its number of foreign born is well illustrated by Detroit and Philadelphia. Detroit and Philadelphia were the only two metropolitan areas of the nation’s ten largest to lose population in the 1990s. At the time, they also were the only two with populations less than 10 percent foreign born.³⁰⁰

The 1990s represented one of the first decades in some time that America’s largest cities experienced population growth, and it was overwhelmingly powered by the tremendous growth in immigrant populations. In fact, several major metro areas would have lost population, but for immigration (i.e., Boston,

290 Bruce Morrison and Paul Donnelly, “Attracting New Americans Into Baltimore’s Neighborhoods: Immigration is the Key to Reversing Baltimore’s Population Decline,” report for the Abell Foundation, December 2002.

291 There have been several worthwhile reports in Philadelphia, including Councilman James Kenney’s “A Plan to Attract New Philadelphians” May 2001, and Evangeline Thorp, “Immigration and Urban Revitalization in Philadelphia: Immigrant Entrepreneurship and Improving Opportunity in the Local Economy” report for the Welcoming Center for New Pennsylvanians, September 2004.

292 Richard Herman has provided more reports, articles, and blogs than can possibly be listed here, but two good reports stressing urban revitalization and immigrant attraction and retention include The Civic Task Force on International Cleveland “Recommendations to the City of Cleveland,” December 2003 and Amy Cheng and Joana Rajofera “Immigrants: The Future of Cleveland” for Forest City Enterprises, January 2006.

293 Dotie Clune and Jeannie Hosey, “New Neighbors, New Opportunities: Immigrants and Refugees in Grand Rapids” report for the Dyer-Ives Foundation, October 2003.

294 Lou Glazer, “Revitalizing Michigan’s Central Cities: A Vision and Framework for Action,” March 2003, p. 4.

295 Thorp at 6.

296 Morrison and Donnelly at 1.

297 Detroit clearly fits within this criteria, as 2010 Census numbers are expected to show a population well below 900,000 according to a February 25, 2010 conversation with Data Driven Detroit Director Kurt Metzger.

298 Morrison and Donnelly at 1-2.

299 Thorp at 1.

300 Ibid at 5, citing Christopher Patusky and Johnny Ceffalio “Recent Trends in Immigration to Philadelphia, Pennsylvania: Who Came and Where do they Live?” University of Pennsylvania: Fels Institute of Government, April 2004.

New York City, Newark, and San Jose).³⁰¹ 74 of the top 100 cities grew during the decade, but 19 of those cities would have lost population without growth of their Hispanic populations alone.³⁰² Moreover, in 2000, nearly one out of every four city residents was foreign born—up from one in ten in 1970.³⁰³

It is not just central cities that benefited over the last 20 years from new American immigration. Many suburban areas also found new Americans to be the fuel that revitalized dilapidated commercial retail strips (so-called “greyfields”), as well as sustaining aging residential property markets. A Brookings Institution study used 2000 Census data to identify 35 “melting pot metros” of the 102 largest metropolitan areas in the country that “experienced large, immigrant-driven Hispanic and Asian population growth in their cities and

suburbs.”³⁰⁴ The population growth that immigrants bring can not only help Detroit, but inner-ring suburbs and other metropolitan Detroit municipalities who are losing population to out-of-state migration and the unsustainable growth on the metro region’s edges.

Immigrants provide additional neighborhood revitalization benefits

The advantages that cities with robust immigrant populations enjoy are not mere population data points, but extend to the revitalization of neighborhoods and communities that provide significant benefit to the residents that have long lived in these cities. Cities are not pursuing immigrant attraction and retention activities simply because they increase populations

RASHIDA TLAIB

It’s no surprise that Rashida Tlaib is an advocate for improved access to human services, education and civil rights. As the first Muslim woman elected to the Michigan Legislature, she represents southwest Detroit, where she was raised the daughter of Palestinian immigrants. She previously worked at the Arab Community Center for Economic and Social Services (ACCESS) and the International Institute of Metro Detroit, where she saw first-hand the impacts of an unwelcoming system.

Tlaib believes that for immigrants to choose Michigan, an atmosphere of tolerance should be cultivated. “The conversation about limiting the flow of immigration gives us the reputation of not opening our arms,” she says. “We are creating a culture in our state that is not attractive for anyone that wants to come here and invest.”

One strategy that could improve the situation is the development of a statewide Welcoming America Campaign, an initiative that works with non-immigrants to help them adjust to an increasingly diverse and global world. “There are 20 different ethnicities in southwest Detroit, and there is a vibrant business community and the housing market is better than any other part of the city,” she says. “This is because it is welcoming to immigrants, and they are not singled out for their ethnicity.”

Education is key to lowering barriers, says Tlaib, and seeing examples of immigrant success stories first-hand can be a significant part of the learning process. One of her constituents, an Iraqi baker, is exactly that kind of proof. “It takes so much courage to start your own business, and he had always wanted to, but he wasn’t able to do it in his native culture,” she says. “Now, he is hiring locals and helping to rebuild Detroit.”



“There are 20 different ethnicities in southwest Detroit, and there is a vibrant business community.”

301 Jack Martin, “Urban Bloat: How Immigration Fuels Population Growth,” August 11, 2003.

302 Ibid and Alan Berube “Racial Change in the Nation’s Largest Cities: Evidence from the 2000 Census” report for the Brookings Institution, Center on Urban and Metropolitan Policy, April 2001.

303 Audrey Singer “The Rise of New Immigrant Gateways” report for the Brookings Institution, Center on Urban and Metropolitan Policy, February 2004, p. 11.

304 William Frey “Melting Pot Suburbs: A Census 2000 Study of Suburban Diversity” report for the Brookings Institution, Center on Urban and Metropolitan Policy, June 2001.

for Census counts, nor simply because of the unique new economy assets brought by highly-educated immigrants starting cutting-edge businesses. Instead, more and more city leaders are realizing that immigrant groups stabilize residential neighborhoods and commercial retail corridors that are critical to the quality of life. Internationally diverse populations bring food, language, culture, goods, and services that help attract and retain the skilled knowledge workers that drive the new economy,³⁰⁵ decrease blight and abandonment, increase employment and property values, improve the quality of life, and “add to the richness and vibrancy” of the whole city.³⁰⁶

- **Immigrants can play a critical role in reviving abandoned neighborhood commercial retail districts**

Research has shown that immigrant retailers “often expand into underserved markets; they seek out enterprises with low start-up costs and low economies of scale; and they provide goods when demand is unstable or uncertain.”³⁰⁷ Often lacking access to traditional capital, immigrant entrepreneurs look for opportunities with low start-up costs.³⁰⁸ Across urban America foreign born retailers have sought out “at-risk commercial corridors, investing in vacant and neglected property and revitalizing communities.”³⁰⁹

Detroit is no different. West Vernor Highway in Southwest Detroit represents one of Detroit’s most thriving neighborhood commercial retail districts. Graduate students from the University of Michigan’s Ford School of Public Policy documented vacancy rates around 50 percent along this and five other commercial retail districts in 1998. Ten years later, those rates along West Vernor Highway had fallen to closer to 10 percent. So successful have these ethnic entrepreneurs been that they voted to create Michigan’s first Business Improvement District (BID), where an additional tax assessment is levied and collected for investing in business improvements

in the area. The success of the retail district is evident in the traffic and parking problems now experienced, as well as the growing rental rates that have forced newer entrants to the market to Michigan Avenue, Lawndale, Springwells, and Junction. Similar stories could be told about Hamtramck, East Dearborn, and a number of suburban communities.

The energy that immigrant entrepreneurs bring to struggling commercial retail districts can be especially powerful in Detroit. Detroit is one of the most “underserved” retail markets in America. In fact, according to research from the Social Compact, a full \$1.7 billion of annual retail purchases from Detroit residents, representing more than one-third of all their annual retail buying, is spent outside the city’s limits.³¹⁰ This suggests that there are hundreds of millions of dollars that could easily be re-directed to new urban retailers if the retail offerings within the city were more robust. Some of the reasons that more retailers may have not opened or maintained stores in Detroit could be related to uncertain demand and perceptions of crime. Yet, throughout urban America, immigrant retailers have proven adept at overcoming these barriers and starting ethnic retail districts that thrive in once-abandoned commercial districts.³¹¹

- **Immigrants help stem crime in urban neighborhoods**

A growing body of evidence is surfacing that immigrant settlement into urban neighborhoods “put[s] a brake on spiraling crime rates”³¹² Studies of ethnic enclaves in San Diego, El Paso, Miami, New York City, and Chicago support this contention.³¹³ In fact, the entire decade of the 1990s was characterized by high immigration, high urban growth, and significant drops in urban crime rates. While immigrants have been found to possess incarceration rates one-fifth that of native born Americans,³¹⁴ the raw increase in density (or more “eyes on the street”) from large immigrant influxes into urban neighborhoods provides safety benefits to long-

305 Richard Florida, “The Rise of the Creative Class” 2002, p. 226 and 288.

306 Jonathan Bowles and Tara Colton, “A World of Opportunity,” Center for an Urban Future, February 2007, p. 13.

307 Ibid.

308 *Research Perspectives on Migration*, a joint project of the International Migration Policy Program of the Carnegie Endowment for International Peace and the Urban Institute, January/February 1997, Volume 1, Number 2, p. 6.

309 Thorp at i.

310 Conversation with Olga Stella, Director of Strategy and External Affairs, Detroit Economic Growth Corporation, February 10, 2010.

311 Bowles and Colton at 10.

312 Eyal Press, “Do Immigrants Make Us Safer,” *New York Times Sunday Magazine*, December 3, 2006, p. 20 citing criminologist Andrew Karmen in his book “New York Murder Mystery”.

313 Ibid.

314 Kristin Butcher and Anne Morrison Piehl, “Why Are Immigrants’ Incarceration Rates So Low? Evidence on Selective Immigration, Deterrence, and Deportation,” *Federal Reserve Bank of Chicago, WP 2005-19*, November 2005, p. 28.

established residents. Urban immigrant communities are often characterized by new investment and rehab of older, and sometimes abandoned, housing, in addition to well-maintained lawns and properties. These characteristics help deter crime and promote a safer environment.

- **Immigrants help to raise property values**

"One of the biggest benefits immigrants deliver to American cities is increased housing values."³¹⁵ Noting that "the neighborhoods that gain in immigration often gain more than taco stands and convenience stores," a study by the Alexis De Tocqueville Institution of real estate valuation computer modeling in the D.C. metro area for nearly 20 years concluded that "there is a significant [positive] correlation between immigrants and property values."³¹⁶ The study's interviews with realtors credited immigrants' strong sense of responsibility as the cause for low rent default rates, as well as their tendency to improve and maintain property. At least one Fannie Mae report has given immigrants credit for their role in urban real estate markets, noting that "housing and retail markets at the heart of many of our large cities are sustained by the new arrivals."³¹⁷

Immigration is a network phenomenon

Immigrants attract others from their home countries through a networking process that builds upon concentrated communities of immigrants of the same nationality.³¹⁸ This is true for human migration patterns throughout the world and throughout human history. In this sense, immigration is a network or pipeline phenomenon. In fact, these patterns of concentrated communities pulling additional migrants characterize Detroit's 20th Century growth from African-Americans who migrated from the Deep South, as well as from Detroit's Polish, German, Italian, Irish, Greek and other European communities. It also characterizes the more recent immigration

patterns of metro Detroit's Mexican, Chaldean, Yemenese, Albanian, Macedonian, and Bangladeshi populations.

Less is understood about what originally creates these concentrated communities. The power of these networks, however, is evident when one considers the various characteristics of specific urban immigrant clusters. For example, large Haitian populations exist in Boston (about 10 percent of the foreign born in 1998) and Newark (about 15 percent), but not in Washington, D.C. (about 1 percent) or Oakland (less than 1 percent).³¹⁹ Yet, Washington, D.C. possesses a significant El Salvadoran population (about 12 percent of the foreign born in 1998), while Boston (less than 2 percent), Newark, and Oakland (less than 1 percent each) have few El Salvadoran residents.³²⁰ Even Minneapolis and St. Paul have dramatically different sources of foreign born residents.³²¹

Detroit has its own unique concentrated communities from which to build. Many are aware of the region's large Arab-American population, second only in size to Los Angeles (but a much larger concentration or percentage of the regional population). Less well-known is that metro Detroit is home to the world's largest Albanian and Macedonian populations outside of their regional homelands. It also houses a significant portion of San Marino's ex-patriots. And while, Michigan is not one of the top destinations for Mexican immigrants, Southwest Detroit has been a significant landing spot for migrants from the Mexican state of Jalisco for generations.

Recommended immigrant attraction and retention strategies

The growing awareness of the importance of immigrants to urban revitalization can be evidenced in the increasing number of cities that are pursuing immigrant recruiting and welcoming initiatives. Formal city initiatives now exist in Baltimore,³²² Boston,³²³ Halifax,³²⁴ Minneapolis,³²⁵

315 Thorp at 7.

316 Bronwyn Lance, Margalit Edelman, and Peter Mountford, "There Goes the Neighborhood—Up: A Look at Property Values and Immigration in Washington, D.C." January 2000.

317 Dowell Myers, "Immigration: Fundamental Force in the American City," Housing Facts and Findings publication of the Fannie Mae Foundation, Winter 1999 (Volume 1, Issue 4).

318 Morrison and Donnelly at 7.

319 Ibid at 8-9.

320 Ibid.

321 Ibid at 30.

322 Mayor's Office of International and Immigrant Affairs. www.baltimorecity.gov/OfficeoftheMayor/MayoralOffices/InternationalandImmigrantAffairs/ImmigrantServices.aspx.

323 Office of New Bostonians. www.cityofboston.gov/newbostonians/.

324 Halifax Region Immigration Leadership Council. www.greaterhalifax.com/en/home/about_the_partnership/Projectsinitiatives/immigration/leadership_council.aspx.

325 Minneapolis Multicultural Services. www.ci.minneapolis.mn.us/civil-rights/multicultural-services.asp.

Philadelphia,³²⁶ and Toronto,³²⁷ among others. Some of these initiatives stem from specific strategy documents, like Global Detroit, while others were created more organically.

The proliferation of so many retention and attraction initiatives suggests that no one strategy or idea is unique. There is no magic bullet. Instead, there appears to be a host of activities that combine with other, larger economic, social, and historical forces that impact immigration patterns to produce outcomes. In other words, successful immigrant growth patterns in Boston, Newark, Washington, D.C. and Minneapolis were not the result of a specific program to target Haitians, El Salvadorans, or the Hmong for repopulation purposes, but those communities each possessed or provided, in some sense, a welcoming environment, immigrant and/or refugee settlement services, access to city services, and a host of other characteristics that fostered immigrant attraction and retention.

Reviewing the characteristics that attracted immigrants to these cities has influenced researchers and planners making recommendations to other Northeast/Midwest cities. By comparing the recommendations of several of these proactive immigrant attraction and retention studies, a foundation of specific initiatives emerges. The following chart chronicles the specific immigrant attraction and retention recommendations of the 2002 Abell Foundation report for Baltimore, the 2004 Welcoming Center for New Pennsylvanians study for Philadelphia, Audrey Singer's 2004 Brookings Institution report, and CEO for Cities 2007 study.

1. Focus on immigrant retention first

In developing strategies that can help foster robust immigrant communities and ethnic entrepreneurs in urban neighborhoods in Detroit and throughout the region's core communities, Global Detroit should focus first on how to retain the concentrated clusters of foreign born the region already possesses.

It is arbitrary to separate what attracts immigrants to a locality from what it takes to keep them there. For certain, if retention does not occur, there will be no growing population... And it is certain that what helps retain [the immigrant] population will help attract new migrants.³²⁸

As noted, new migration patterns are not created over night. They are the product of larger economic, social, and historical forces. It is difficult to determine how a strategic immigrant attraction and retention initiative can best impact these migration patterns. Yet, working with existing immigrant communities in a region provides the most direct and lowest-cost method to determine the right mix. By focusing on retaining existing immigrant populations (and attracting other migrants from their home country), an attraction and retention initiative can hone its skills and develop the exact local supports and interventions that foreign born communities need to thrive in that region. Additionally, the existing ethnic populations represent the first and best source of potential future growth given the networking or pipeline phenomenon inherent to immigration.

Existing immigrant communities are the best predictors of new immigration. This appears to be a perverse "best practice," in that it is hard to emulate. The key is to focus on those nascent communities as building blocks for increased migration to the city. Identifying and reaching out to groups that have the capacity to grow can accelerate the growth rate.³²⁹

Over the past year since the Global Detroit research began, the struggling U.S. economy appears to have decreased the inflow of new migrants. As economic opportunity decreases as the principal cause of immigration, family reunification will grow in relative importance as a cause for new migrants. As a result, insuring that existing foreign born communities are retained will grow in its relative impact on causing new migration because of the growing importance of family reunification versus economic causes of migration.

326 Mayor Michael Nutter has specifically announced a plan to welcome immigrant residents to Philadelphia (so that the city would grow by 75,000 residents), created an Office of Multicultural Affairs, and signed Executive Order 09-08 calling on the Office of the Managing Director to develop a set of recommendation to improve the "integration of immigrants and language and cultural minorities into the social and economic fabric of the City." Additional welcoming efforts are supported by the Welcoming Center for New Pennsylvanians, which maintains its own welcome mat. See www.welcomingcenter.org.

327 City of Toronto Immigration and Settlement Portal. www.toronto.ca/immigration/.

328 Morrison and Donnelly at 7.

329 Ibid at 38.

IMMIGRANT RETENTION AND ATTRACTION ACTIVITIES					
Service Provided	Baltimore	Brookings CEO for Cities	Institution	Global Philadelphia	Detroit
OUTREACH TO EXISTING ETHNIC AND IMMIGRANT GROUPS/ LISTENING SESSIONS	X		X (Understand Local Dynamics)		Neighborhood Revitalization Strategies
WELCOMING IMAGE AND COMMUNICATION STRATEGY	X	X	X	X	Local Communications Strategy
ENCOURAGE DIALOGUE BETWEEN ETHNIC/IMMIGRANT LEADERSHIP AND THE AFRICAN-AMERICAN COMMUNITY				X	Welcoming Michigan Strategy
WELCOME MAT: INVENTOR OF SERVICES (ESL, legal assistance, citizenship classes, social services, etc.)	X	X	X	X (Legal Services on Immigration Matters)	Welcome Mat Strategy
ENCOURAGE CIVIC ENGAGEMENT		X	X	X	
CONNECT IMMIGRANT LEADERSHIP WITH LOCAL LEADERSHIP		X			Connect Immigrant Leadership with Local Leadership
WORK WITH POLICE TO DELIVER RESPONSIVE SERVICES	X	X	X		Mayor's Office of Global Affairs
ACCESS TO CITY SERVICES OF LEP	X		X	X	Mayor's Office of Global Affairs
WORK WITH SCHOOLS ON LEP ISSUES AND YOUTH PROGRAMS	X	X	X		
AFFORDABLE RENTAL HOUSING	X	X			Neighborhood Revitalization Strategies
HOMEOWNERSHIP OPPORTUNITIES	X				Neighborhood Revitalization Strategies
BANKING AND FINANCIAL SERVICES		X	X		
SECOND LANDING STRATEGIES	X				Second Landing Strategy
FOREIGN STUDENT RETENTION	X				Foreign Student Retention Strategy
JOB PLACEMENT	X				Welcome Mat Strategy
EMPLOYMENT LADDER	X		X (Workforce Support)		Welcome Mat Strategy
CAPITAL FOR SMALL BUSINESSES				X	Welcome Mat Strategy
ENTREPRENEURIAL TRAINING AND ASSISTANCE FOR SMALL BUSINESSES				X	Welcome Mat Strategy
ACCESS TO ADEQUATE CULTURALLY COMPETENT PUBLIC HEALTH SERVICES		X	X		Welcome Mat Strategy
REFUGEE RESETTLEMENT	X				Neighborhood Revitalization Strategies
ADVOCATE FOR COMPREHENSIVE IMMIGRATION REFORM TO CREATE WELCOMING ENVIRONMENT	X				

2. Conduct “Listening” sessions

a. Identify existing community clusters of foreign born

The first step in retention is to identify the existing ethnic community clusters and to establish partnerships with the community. Identification begins by developing a full demographic picture. Working with demographic information through Data Driven Detroit, SEMCOG, Wayne State University's Center for Urban Studies, and other organizations will yield data about the size of various ethnic communities within the region, where they reside, the average time of entry (typically broken down by decade), and other basic information about where foreign born residents live. These results should be compared to information provided by networks such as the

Global Detroit Advisory Board, Welcoming Michigan strategy, and/or Welcome Mat strategy to identify institutions within foreign born community clusters (e.g., churches, community organizations, ethnic media, ethnic chambers, etc.) with which to partner. In fact, the Global Detroit Welcome Mat efforts already have yielded more than 50 active civic and social service organizations serving the region's international communities.

b. Conduct “Listening” sessions

A series of “listening” sessions should be conducted with as many of these institutional partners in as many communities as practicable. Efforts should be made to meet with several institutional partners within the same community to insure that a broad representation of the community is represented.



RANDAL CHARLTON

Randal Charlton has led many lives: journalist, agricultural innovator, public relations, founder of a biotech company and now, executive director of TechTown. He moved to Michigan from Great Britain in 2000 for the most capitalist of reasons: the numbers made sense. “I was coming off several years of entrepreneurial failure, and I came to Detroit because I had a venture capital company agree to back me with a very small amount of money, and I knew that if I was going to be successful, I had to husband that money carefully,” he says. “I had to find the lowest cost place I could find to eke out those dollars.”

His first look didn't go so well. “When I first came to Detroit, I was driving in a car with my wife and we didn't come down Woodward, we came down a different road, and it looked pretty damn desperate,” he says. “But my training as a journalist sort of made me feel guilty that I hadn't had a proper look, so I went back.”

This time, he was toured around and he saw things in a different light. “(Wayne State University) gave me a glimpse of a side of Detroit that I didn't see the first time,” he says. “There were wonderful buildings, inspiring facilities and an amazing amount of research slap in the middle of the city.”

Charlton thinks Detroit needs an internal image adjustment to maximize its potential as a place ripe with potential for immigrants and investors alike. “One of the things I think very strongly about this city is that it's lost a lot of its confidence,” he says. “It doesn't have a tourists bureau place (where you can) turn up and get a map of the city, find out where sports events are whatever -- I think you have to discover Detroit, but I suspect that if I hadn't had a background of traveling all over world, including Third World countries, I might not have given it a second chance.”

“There were wonderful buildings, inspiring facilities and an amazing amount of research slap in the middle of the city.”

It would be extremely important to insure that women and children also have the opportunity to contribute to these sessions or have their own sessions. Too often foreign born communities are viewed as monolithic when a diversity of views, opinions, challenges, and opportunities exist within the same ethnic group.

“Listening” sessions should include an explanation of the Neighborhood Revitalization strategy, Global Detroit study, and long-term goals of the initiative, but should primarily be designed to understand the challenges and opportunities each community faces in terms of quality of life, stability, and growth in the region. It is anticipated that certain challenges and opportunities will suggest easy and immediate actions that can provide benefits (such as a referral to an existing service provider identified in the Welcome Mat). Other challenges and opportunities will suggest easily identifiable, but more costly and timely actions (such as developing better relationships with local police or municipal officials). Still other challenges and opportunities present problems for which solutions are not readily apparent or require more research, thought, and collaboration.

Easy and immediate actions that address challenges and opportunities raised during the “listening” sessions should be pursued. More costly and timely action and problems for which solutions are not readily apparent will have to be addressed in a third phase of the “listening” session attraction and retention effort.

c. Develop and implement retention strategies

After numerous “listening” sessions have been conducted in several different ethnic communities the results of these sessions should be aggregated and analyzed to identify widespread challenges, opportunities, problems, and solutions. A more comprehensive and strategic effort then can be developed to address regional issues to insure that a successful immigrant retention and attraction initiative is developed and implemented.

Such an effort should include the other strategies recommended in this Global Detroit study. Specifically, it is anticipated that the Welcome Mat, Welcoming Michigan

campaign, Mayor’s Office of Global Affairs, strategy to connect foreign community leaders with the region’s non-immigrant leadership, and foreign student retention efforts will address a number of the challenges and opportunities. (Note that these strategies cover many of the recommended action items identified in the Baltimore, Brookings Institution, CEO for Cities, and Philadelphia studies and reports as reflected by the chart on page 75). Additional strategies to address the housing needs of these immigrant groups are discussed below.

d. Use existing immigrant communities to bring new residents

Once successful retention programs are in place, the tools that are developed can be utilized to serve new immigrant groups and help attract newer migrants. In fact, historical migration patterns and the networking pipelines that fuel immigration suggest that once existing groups find Detroit to be a prosperous place, they will bring others from their home countries. Moreover, they will attract other foreign born Americans from other cities in the U.S. who seek a better way of life and more opportunity than they might enjoy in expensive coastal immigrant gateways or the isolation they feel in rural communities. These “second landing” migrants may be one of Detroit’s greatest opportunities.

3. Develop retention and attraction strategies that capitalize on Detroit’s unique assets

a. Use vacant land and housing

Detroit’s vacant property constitutes both a threat to and an asset for its revitalization. With nearly 125,000 vacant lots and structures in its geography (slightly more than 35 percent of all its parcels), the city of Detroit struggles to maintain the infrastructure that once contained two million residents and now contains less than 900,000.³³⁰ As widely noted by the press, the city’s land mass is big enough to contain all of Boston, San Francisco, and Manhattan.³³¹ These properties often add blight and the feelings of abandonment and hopelessness.

At the same time, however, these vacant lots and structures represent opportunity. The more than 23,000 vacant structures in good or fair condition represent opportunities for new

330 Vacancy numbers are from “Detroit Residential Parcel Survey” from Data Driven Detroit, February 15, 2010 and can be found at www.detroitparcelsurvey.org. Population estimate from February 25, 2010 conversation with Kurt Metzger, Director of Data Driven Detroit.

331 Christine Macdonald and Mike Wilkinson “Detroit Begins Crafting Plan to Downsize,” *The Detroit News*, February 20, 2010.

families to move in and rehabilitate.³³² They could be especially attractive to immigrants with construction skills or those looking for extremely low-cost housing.³³³ Stephen Vogel, the Dean of the University of Detroit-Mercy School of Architecture, has called for “an internationally-based homestead program” that would attract immigrants to Detroit.³³⁴

The 67,843 vacant unimproved lots also can be important assets for urban farming or green space.³³⁵ Having these open spaces, parks, and/or the possibility of urban gardens could be important magnets for immigrant populations whose homelands include land use patterns where farms co-exist with residential property. In fact, Sewa International, a Hindu charity, has worked in Cleveland with a local Hindu temple to assist Bhutanese farmers in developing an organic Community Supported Agriculture (CSA) farm to sell in the city’s urban farmers markets.³³⁶

Low-cost vacant housing and commercial space are particularly strong magnets to immigrant communities, which are eager to find new welcoming communities in which they can cluster. In comparing newly-revitalized ethnic retail districts in New York City, Boston, Los Angeles, and Houston, the Center for an Urban Future documented that low real estate acquisition costs enabled and attracted immigrant retailers to enter the market, but rapidly rising property values once these districts were revitalized were forcing retailers out and creating barriers to new business growth.³³⁷

b. Develop mechanisms to support vacant and foreclosed property acquisition

Detroit’s challenge will be to market and connect these potential buyers, residents, and retailers with the available vacant and foreclosed properties. Normal property acquisition tools and processes in Detroit are not currently functioning well. Detroit has both a mortgage and an appraisal crisis. Appraisals routinely come in well below market prices, as foreclosure-related sales skew results. Traditional mortgages are difficult to obtain because of this. Moreover, so many properties are in various stages of the foreclosure process or

have been foreclosed, that it can be difficult to ascertain who owns what. Even tax-reverted ownership is split between the City of Detroit, Wayne County Treasurer’s Office, and Michigan Land Bank Fast Track Authority (and could soon include the Detroit Land Bank Authority and/or Wayne County Land Bank Authority, although neither land bank has immediate plans for significant inventories of property).

To assist in marketing these opportunities to new immigrant homeowners and entrepreneurs, a property acquisition guide in Detroit should be developed. Such a guide, however, in no way should be limited to immigrant communities and could have great potential for existing residents, African-Americans, and others. The guide should be targeted at consumers, rather than investors. It should explain how to identify property ownership or how to work with existing Detroit organizations to identify low-cost property for homeownership or a new business. It must dispel myths about property acquisition and explain responsibilities of property ownership. And it should address various acquisition hurdles buyers may face in dealing with bank-owned real estate owned (REO) properties, government agencies, properties with utility arrearages, etc.

The guide could be created as a collaborative effort between Community Legal Resources, the Detroit Office of Foreclosure Prevention and Response, Next Detroit Neighborhood Initiative, Detroit LISC, the City’s Office of Neighborhood Commercial Revitalization, City Planning and Development Department, Michigan Land Bank Fast Track Authority, Michigan Foreclosure Task Force, Wayne County Treasurer’s Office, as well as the Detroit and Wayne County Land Bank Authorities. Finally, the guide should be marketed and distributed to existing resident and retail business associations, as well as ethnic community organizations.

The existence of an acquisition guide will not eliminate Detroit’s appraisal problem that is preventing many eager purchasers from acquiring vacant and foreclosed property. While the Detroit Office of Foreclosure Prevention and Response, as well as others, are working to address these market issues, it is unclear that a solution will be reached any

332 Statistics from “Detroit Residential Parcel Survey.”

333 According to Realcomp, in November 2009 the median sales price of a foreclosed property in Detroit was just \$6,862, while the median non-foreclosure sales price in Detroit stood at \$18,500.

334 Stephen Vogel “Immigration and the Shrinking City” Model D, August 16, 2005.

335 Ibid.

336 Robert Smith, “Bhutanese Refugees Find their Calling as Urban Farmers,” *Christian Science Monitor*, September 28, 2009.

337 Bowles and Kolton at pp. 26 and 28 (New York City), 50 (Los Angeles), 54 (Houston), and 56 (Boston).

time soon. In the interim, low-cost property acquisition can be successful in current market conditions, particularly if buyers are able to pay in cash. This fact may make immigrant buyers uniquely valuable to the market. Many foreign born residents and entrepreneurs favor doing business in cash and are mistrustful of mortgages and credit.³³⁸

Immigrant communities may be uniquely poised to deal with Detroit's appraisal and mortgage problems by creating and utilizing community loan pools. Such savings and credit groups have existed for centuries in the form of "tandas" in Mexico, "tontines" in West Africa, "susus" of Ghana, "chit funds" in India, "arisan" in Indonesia, "cheetu" in Sri Lanka, "pasanaku" in Bolivia, and in numerous other forms throughout the world.³³⁹ The functioning of such community loan pools is as follows:

The only specialized capital devoted solely to the support of Latino entrepreneurs tends to come from within the immigrant community itself. In some parts of the country, clusters of Latino immigrants have formed loan pools, called tandas. In a typical tanda, 10 to 20 individuals contribute a defined amount of money into a savings pool each month. The contributors then have access to those funds on a rotating basis to use for personal needs or to invest into business ventures. These informal revolving loan funds are common to other parts of the world.³⁴⁰

To help potential new homeowners and retailers, Global Detroit could provide assistance to both immigrant and non-immigrant communities in establishing community loan pools for vacant and foreclosed property acquisition in Detroit. It could work with the philanthropic community to leverage seed funding into such pools once they are established. Pools may already exist within several existing immigrant communities or they may need to be developed. Several international microfinance organizations, such as ACCION International and the Grameen Bank, have either started programs within the U.S. or have inspired others to do so and could be inspired to develop a program in Detroit. Finally, existing individual development account programs, homeownership counseling organizations, and community development financing efforts in Detroit could be part of such a collaborative, provided their tools do not overburden the informality of community loan pool structures.

c. Partner with existing community development corporations, neighborhood associations, and neighborhood and commercial retail revitalization efforts

Revitalizing Detroit's residential neighborhoods and commercial retail districts is in no way a new concept or initiative. Progress and tangible results have been achieved in a number of communities. Organizations throughout the city and in almost every neighborhood are devoted to improving the quality of life for existing residents. Many have been toiling for years with meager resources against much larger socioeconomic forces of sprawl, disinvestment, and abandonment. While working with existing ethnic community clusters to bring new residents to Detroit is critical to the city's population stability, it cannot be done without the inclusion of existing communities and residents. In whatever community new residents and business owners are investing, they will need to reach out to existing churches, schools, community organizations, businesses, and other institutions to create new partnerships to facilitate change.

More directly, in the neighborhood revitalization context, community development corporations (CDCs) provide unique assets upon which to build. Most CDCs in Detroit possess some capacities and assets upon which an immigrant attraction and retention effort could build. They often have experience and capacity to do community organizing and serve as a community voice. They often have homeownership counseling and home repair services that could assist new immigrant homeowners. They already may have identified potential vacant and foreclosed properties available for acquisition, as well as opportunities for growth and clustering. Many CDCs also are engaged in commercial retail district revitalization efforts and can provide similar services to new immigrant retailers.

Specific philanthropic and government funding should be channeled to CDCs to better connect their community-building activities to immigrant communities that already exist in Detroit.

338 Les Shaver "The Immigrant Experience," *Multifamily Executive*, July 7, 2008.

339 "The History of Microfinance" prepared by the Consultative Group to Assist the Poor found at <http://www.globalenvision.org/library/4/1051>.

340 Maureen Collins-Williams and Mark A. Grey "A Rural Service Provider's Guide to Immigrant Entrepreneurship" prepared for the University of Northern Iowa Regional Business Center/ Small Business Development Center and the Iowa Center for Immigrant Leadership and Integration, July 2006, p. 26.

d. Address the issues of race, class, religion, and ethnicity

Detroit has faced historic challenges. The disinvestment, racial tensions, and poverty segregation of the city and region may be without compare. A strategy to encourage new immigrant groups to move into the city will undoubtedly create some conflicts between these new residents and existing ones. Detroit residents, who are often poor and overwhelmingly African-American, will understandably ask why new residents and business owners are being targeted and supported. An immigrant attraction and retention initiative must include dialogue and resolution of the “elephant in the room” inherent to new immigrant presence in native born communities.³⁴¹

A community dialogue and engagement process that a Welcoming America initiative in Michigan can bring is essential (and discussed in the Welcoming Michigan recommendation). Yet, beyond these efforts, a neighborhood revitalization strategy for Global Detroit must consider how each and every opportunity also can be targeted to serve existing non-immigrant communities. As vacant and foreclosed property acquisition guides are created, they should be disseminated within existing African-American communities. As community loan pools are assisted, efforts should be made to insure that African-American and non-immigrant loan pools are created in addition to pools serving any one ethnic group. If community “listening” sessions prove valuable to addressing community problems, they should be expanded into non-immigrant communities.

A successful immigrant attraction and retention initiative is not an “either/or” process. It must be an “in addition to” strategy. It can only truly succeed in Detroit when non-immigrant communities see a Global Detroit as an opportunity for themselves: an opportunity to create the jobs and economic growth, as well as neighborhood revitalization that will sustain and provide prosperity to their own community. In terms of neighborhood revitalization, the African-American population in Detroit has the most to gain from reduced blight, increasing tax revenues, and newly-created jobs and retail opportunities.³⁴²

4. Develop and/or improve employment and entrepreneurial programs for new arrivals

As noted in the Welcome Mat strategy section, Global Detroit interviews with nearly 50 nonprofit immigration service provider agencies uncovered a consistent theme: access to jobs and economic opportunity comprise one of the biggest challenges facing the retention and growth of Detroit’s foreign born communities. Any immigrant attraction and retention initiative must go beyond finding low-cost housing or commercial retail opportunities for new residents and entrepreneurs. Job training, placement, education, and credentialing have unique challenges for the foreign born, and specific programs must be developed as part of any attraction and retention plan. Additionally, immigrant entrepreneurs possess their own strengths and face unique challenges that can be addressed through a variety of business assistance programming.

There are many potential employment and entrepreneurial program initiative options that a Global Detroit could pursue. Certainly, the Welcoming Center for New Pennsylvanians in Philadelphia offers a model of program options, ranging from employee credentialing, to job placement programs, to entrepreneurial training. The exact programs should be developed based upon the information provided during the “listening” sessions, inventorying what services already exist in the region, partnering with local catalyst organizations such as Automation Alley and Tech Town and others. These issues are more fully analyzed in the Welcome Mat strategy section of the Global Detroit study.

Despite the unique situation faced by the foreign born as workers and business owners, many of the training and programs developed to serve them can and should be tailored to include non-immigrant populations. The Welcoming Center for New Pennsylvanians, for example, created publications on how to start a grocery store, deli, flower or plant shop, and coffee house in Philadelphia that are so phenomenally helpful that non-immigrant entrepreneurial programs began utilizing the guides.³⁴³ Additionally, entrepreneurial initiatives in Cleveland that targeted immigrant and minority entrepreneurs were successful in building a strategic alliance between foreign born and non-immigrant entrepreneurs as they realized they share so many of the same challenges. This

³⁴¹ Thorp at 39.

³⁴² Morrison and Donnelly pp. 22-23.

³⁴³ See <http://www.welcomingcenter.org/about/publications.php> for copies of each of the three publications, as well as similar publications for opening businesses in select suburban Philadelphia communities.

alliance has helped fuel other immigrant welcoming initiatives in Cleveland.

5. Maximize the contributions of refugees and asylum seekers

Nationally, the United States accepts some 80,000 to 90,000 or so refugees per year from more than 50 countries. Another 40,000 or so political asylum seekers are accepted into the U.S. each year. While these numbers are much smaller than the 650,000 or so green cards issued annually, they are not insignificant.

Over time the sources of refugees can change. In the 1980s and 1990s Southeast Asia and the former Soviet Union provided most of the nation's refugees. In the late 1990s and 2000s, the Balkans, Haiti, Cuba, and Africa refugee populations in the U.S. grew significantly. More recently, the U.S. has expanded the number of Iraqi refugees it accepts to 14,000 in 2008 and 17,000 in 2009, numbers not likely to be curtailed in the near future. Only 3,000 such refugees were sent to resettlement agencies in Michigan in 2008 and 2,000 in 2009 by the U.S. government.³⁴⁴ Many more have resettled or are expected to resettle in Detroit through secondary migration patterns after resettlement benefits are exhausted, choosing to live amongst southeast Michigan's large Arab-American population. This represents a significant opportunity for the region.

The Detroit metro region has one of the 30 largest refugee populations of any U.S. metropolitan area, but is not in the top 10.³⁴⁵ Global Detroit should assist the region's refugee resettlement agencies to negotiate increased and more resource-specific allocations of refugees assigned to the region. Specifically, Global Detroit should work with programs at ACCESS, the Arab Chaldean Council (ACC), Chaldean Federation of American, Freedom House, Lutheran Social Services of Michigan (LSSM), and the State of Michigan Department of Human Services Refugee Program to develop a regional approach to increasing the numbers of refugees and helping them revitalize Detroit neighborhoods, as well as other core city communities who have experienced disinvestment.

6. Cover the basics

Regardless of the specific interventions or strategies that are selected, a successful immigrant attraction and retention initiative must have several characteristics.³⁴⁶ These include:

- 1) The strategy should be coherent and strategic, rather than episodic and tactical. This includes sustaining the effort over some time and using all of the region's assets.
- 2) The work must appeal to current immigrant residents, prospective newcomers, and non-immigrant communities. In other words, the initiative must not disadvantage native-born residents and must be conducted and viewed as an additional tool for community growth, rather than displacement.
- 3) The initiative must have broad support from civic, political, philanthropic, corporate, and advocacy communities.
- 4) No matter what the tactic or program, insuring that Detroit is seen as welcoming is essential.
- 5) The initiative must be "institutionalized" in the sense that there is a committed, broad-based group of advocates and promoters work to sustain the effort. Such a framework must allow for the allocation of responsibilities, development of resources, continuous process improvements, and mid-course corrections in order for the effort to succeed.
- 6) The initiative must develop strategic measurable outcomes to guide the work so that specific programs do not become self-sustaining initiatives that in no way contribute to the ultimate goal.

³⁴⁴ Bobby Ghosh "For Iraqi Refugees, a City of Hope," *Time Magazine*, September 24, 2009.

³⁴⁵ Audrey Singer and Jill Wilson "Refugee Resettlement in Metropolitan America" presentation at the Association of American Geographers annual meeting for the Brookings' Institution, April 21, 2007.

³⁴⁶ This section on the basic components of a successful initiative was largely influenced by Morrison and Donnelly's Abell Foundation report, as well as separate July 9, 2009 interviews with Harold Miller and Sunil Wadhvani in Pittsburgh.

Strategy #8: Make Detroit a Second Landing Destination

Secondary migration of immigrants who already reside in the U.S. can be a significant source of population growth and urban revitalization for cities, like Detroit, that are not primary gateways for immigrants living abroad. Traditionally, immigrants land in gateway cities with extraordinarily large immigrant populations. For example it is estimated that nearly half of all of the 38 million foreign born in the United States live in just eight cities (New York City; Washington, D.C.; Miami; Chicago; Houston; Dallas/Fort Worth; San Francisco and Los Angeles).³⁴⁷ While the dominance of these gateway cities is arguably diminishing with air travel replacing arrival by boat, it still is significant.

Detroit's best opportunities for attracting new residents may be through these secondary population movements. As early as 2001, the New York Times was chronicling a "mini-exodus" of Bangladeshi residents from Astoria, Queens in New York City to Hamtramck and Detroit.³⁴⁸ Similar, but smaller, trends were uncovered by Global Detroit in the Senegalese community.³⁴⁹ In fact, between 2006 and 2007, 13,354 foreign born residents were new secondary migrants who moved to Michigan from other states rather than from abroad, constituting 31.5 percent of the foreign born moving into Michigan.³⁵⁰

For much of the past 20 years, the metro Detroit region appears to have been a "second landing" destination of Middle Eastern refugees from the first and second Gulf Wars. The federal government has awarded refugee resettlement contracts to groups in the region, as well as groups in Texas and across the country. Often, regional Arab and Chaldean social service organizations, have reported that they attract clients who were originally assigned to these other locations, but found the local population to be difficult to navigate for an Arab-speaking person and decided to relocate to the metro Detroit area, often at the expense of forfeiting various government refugee resettlement benefits for leaving their assigned area.

In discussing a "second landing" immigrant attraction strategy, the Abell Foundation study for Baltimore noted that "Immigrants are mobile by definition. Most have come a long way to get to this country. Immigrants tend to settle in communities, even ethnic enclaves, in the first generation rather than spread out evenly in the population as a whole."³⁵¹

Similar to the networking and pipeline nature that characterizes migration pages (see the Neighborhood Revitalizations strategy section of the Global Detroit report), secondary migration patterns relate to one immigrant group settling in a neighborhood and attracting the next wave of immigrants who want to live in close proximity. For this reason, Global Detroit focuses on the retention of current immigrant groups as the primary strategy to attracting future migrants. The programs and supports developed around retention are the same that will support new immigrants, regardless if they come from abroad or other parts of the U.S.

Anecdotally, it appears that targeted interventions may provide additional value in supplementing a retention strategy. The work of Schenectady, New York Mayor Albert Jurchynski in attracting Guyanese-American residents from Queens to Schenectady suggests that secondary migration patterns can be significant and can be influenced by affirmative interventions. In 2001, Mayor Jurchynski was approached by the 200-person Guyanese residents for assistance in finding a location for a new Hindu temple.³⁵² With a significant stock of vacant and abandoned housing in his city of 62,000, Mayor Jurchynski sensed an opportunity and within a month, Saturday bus trips were organized to bring Guyanese residents from Queens to Schenectady to market the vacant and abandoned houses slated for demolition by the city, as well as homes marketed by realtors. The bus trips ended with cookies and tea being served by Mayor Jurchynski's mother. Less than a decade later, County Legislator Philip Fields estimates the Guyanese population to be as large as 8,000 to 10,000 and plans are underway to build a cricket grounds in a dilapidated park.³⁵³

347 John Bell "Gateway Cities: Immigration and the Global Economy Are Driving Economic Growth in Gateway Cities around the Globe" *Mortgage Banking*, October 2, 2008.

348 Sarah Kershaw "Queens to Detroit: A Bangladeshi Passage" *New York Times*, March 8, 2001.

349 Interview with Moussa Ndiaye, President of the Senegalese Association of Michigan, May 10, 2010.

350 Policy Institute, MPI Data Hub Migration Facts, Stats and Maps Michigan Fact Sheet on Social and Demographic Characteristics found at www.migrationinformation.org/datahub/state.cfm?ID=MI.

351 Morrison and Donnelly at 41.

352 Sarah Kershaw "For Schenectady, A Guyanese Strategy" *New York Times*, July 26, 2002.

353 "Guyanese Take Cricket to Schenectady" *Kaiteur News Online*, February 27, 2010.

STANLEY ZHOU

Stanley Zhou believes Michigan and China have a bright future together - and he wants to help build it.

Zhou, a native of Shanghai, moved to Detroit in 1997. Today he is president of the Troy-based American Aligned Automotive Production Corp., which he founded in 2003 to capitalize on his automotive expertise and connections in the two countries.

"China and the United States are two big countries - one the largest developed country, one the largest developing country," he says. "There is a tremendous opportunity in the 21st century. I wanted to be a bridge."

Zhou got his start in the auto industry in 1989, working with the Shanghai Automotive Industry Corp., one of China's largest companies. In 1997, SAIC sent him to Detroit to set up an office.

A few years later Zhou decided to strike out on his own, using his contacts and experience in China to help Michigan businesses grow opportunities in his home country. AAAPC business includes a joint venture with Uniseal, an OEM supplier to General Motors and Volkswagen. Materials are produced here, then shipped to China. Zhou employees 11 people in Troy and 75 in China; revenues grew 60 percent from 2009-2010.

"The exciting news is China's automotive is growing very fast," he says. "It gives us a lot of opportunity here."

Zhou and his family are happy to have made Michigan their permanent home, he says. His daughter is a ninth-grader at Cranbrook Kingswood, and Zhou has become passionate about creating educational opportunities in Michigan for Chinese students. He's met with leaders of Novi, Oakland Intermediate and Bloomfield Hills school districts, along with investors, to look for opportunities to create programming to lure students from his homeland.

"I have a lot of customers who want their kids to go to school in Michigan," he says. "Chinese students here, they encourage their parents to invest and emigrate. The immigrants who come here are very well educated people, they have good skills in engineering and technology. This is very helpful for Michigan."

"The parents come here, can make us more entrepreneurial, start a business here," he adds. "Their kids can get a good education and start their careers here. They can drive the future, create a lot of job opportunities. Like me."



"China and the United States are two big countries ~ one the largest developed country, one the largest developing country."

The exact second landing interventions that might be pursued by Global Detroit will need to be developed in conjunction with the region's networks and immigration pipelines. The Abell Foundation report for Baltimore identifies approaching immigrant groups in Washington, D.C. who might be attracted to Baltimore's lower housing and property costs. While Detroit can surely appeal to immigrant groups seeking lower housing costs and lower startup costs for commercial retailers, it does not have another large metropolitan area within a daily commute from which to draw. Instead, it will need to market these opportunities to immigrant communities in high-cost cities. The Center for an Urban Future report identifies rising real estate costs as a significant barrier to new immigrant entrepreneurs in New York City, Boston, Los Angeles, and Houston.³⁵⁴ These cities' barriers could become Detroit's opportunities.

The development of specific second landing initiatives should be included as part of the "listening" sessions and neighborhood revitalization strategies, as well as the Welcome Mat and Welcoming Michigan strategies proposed by this Global Detroit study. Capitalizing on the region's assets (cheap real estate, strong universities with large foreign student populations, manufacturing heritage, access to Canada, etc.), Global Detroit should be looking across the U.S., as well as abroad, for opportunities to attract new immigrant residents and investors.

Strategy #9: Mayor's Office of Global Affairs

The Global Detroit study has lacked the benefit of full municipal participation. Launched in March 2009, the study was undertaken at the beginning of a year that saw four mayoral elections (a special mayoral primary and general election, as well as the regularly scheduled August and November elections) and the turnover of over half the City Council. Simply put, it was unclear where political leadership within the City lay during the study. In addition, the interim Mayors' offices (both Ken Cockrell, Jr. and Dave Bing served as interim mayors in 2009) and the Detroit City Council appropriately were focused on the City's budget crisis, as the City faced budget deficits well over \$300 million, approaching one-fifth of the general fund.

The City of Detroit has an important role to play in Global Detroit. As noted throughout this report, Global Detroit and

an immigrant attraction and retention initiative can play a unique role in helping to revitalize urban neighborhoods, fill abandoned housing units, and spark the redevelopment and growth of neighborhood commercial retail districts. The conditions in Detroit's neighborhoods impact the entire region. First, they impact Detroit's municipal budgets as affluent residents of all races (and their tax dollars) move out from the city, but aging infrastructure and residents most in need are left, creating increasing demands for municipal services. This deprives the central business district and other areas of economic development from the level of public support enjoyed by thriving central cities. Second, Detroit's conditions create the region's global reputation and impact the region's ability to attract foreign investment and talent.

A Global Detroit initiative demands city government inclusion. Given the catalytic role that global firms and skilled foreign born workers play in speeding the region's structural transition into the new economy, it is important that Detroit be at the table when discussing these matters. Otherwise, one can expect continued regional development patterns that bypass the central city with new growth, leaving Detroit out of the benefits that accrue to a more globally-connected region.

The imperative for City involvement in Global Detroit does not simply relate to the initiative's planning and leadership functions. There are specific tasks that need to be done in implementing the recommendations of the Global Detroit study that require municipal partnership. Detroit can provide enormous assistance in helping an EB-5 investor visa regional center develop marketing materials and secure investors, recruiting global firms hindered by restrictive U.S. immigration laws, keeping foreign students in the region, and developing a successful cultural ambassadors program. Additionally, the City will play a central role in efforts to revitalize neighborhoods, make Detroit a second landing destination, and connect immigrant and ethnic leaders with regional leadership.

Model programs

The City of Detroit's engagement with Global Detroit would follow the efforts of several other large cities to engage in immigrant welcoming, attraction, and retention initiatives. The following helps highlight a number of such programs that Detroit could emulate and/or consider:

Baltimore, Maryland—Mayor's Office of International and Immigrant Affairs

The Baltimore Office of International and Immigrant Affairs got its start around 2002 under then-Mayor Martin O'Malley. On the heels of a report commissioned by a local foundation, this office of one full-time director (with the assistance of both an Hispanic and a Korean liaison) has worked "to promote the importance of retaining Baltimore's foreign born population and attracting new Americans and immigrants to the area."³⁵⁵ The office is charged with (1) establishing working relationships with Baltimore's immigrant communities to promote their involvement; (2) connecting these communities to city services, including insuring that such services are available to non-English speaking residents; (3) helping to insure there is a network of immigration services (similar to the Welcome Mat recommended by Global Detroit); and (4) making recommendations to the Mayor and City Council on issues important to these communities. The Mayor's Office of International and Immigrant Affairs provides direction and coordination to a network of over 200 community leaders, representatives of city agencies, social service providers, and the philanthropic community.

Boston, Massachusetts—Mayor's Office of New Bostonians

Boston is home to one of the nation's first municipal immigrant welcoming initiatives for the last quarter century's recent wave of immigration. The Mayor's Office of New Bostonians (ONB) was established by Mayor Tom Menino in 1998 to "meet the needs of the growing and changing immigrant and newcomer communities in Boston." The ONB's mission "is to strengthen the ability of immigrants and the diverse cultural and linguistic communities of which they are a part to fully participate in the economic, civic, social and cultural life of the City of Boston, and to promote the commemoration and public understanding of the contributions of immigrants."

The ONB and its five full-time staff offer a range of services for Boston's 170,000 foreign born residents. These include:

- English for New Bostonians – ONB works with private sector ESL providers to help foreign born Bostonians develop English competency to reach their goals as parents, workers, and members of the community.

The partnership seeks to reduce ESL wait lists for adults, while improving the capacity and quality of ESL providers. ONB maintains a directory of ESL offerings in the region.

- Immigration Clinics – Twice a month, ONB hosts a free immigration consultation program to enable residents to access free legal advice on immigration matters. Volunteer attorneys staff the clinic and do not charge for the initial consultation. These volunteer attorneys are asked to provide a 15-30 percent discount (depending on the resident's income) for any further legal representation provided.
- Constituent Services – ONB handles over 1,000 calls from foreign born constituents needing services, resources, and information each year. By maintaining an electronic log system of every call, ONB is able to better understand the needs of these residents and improve City services and the network of nonprofit service providers (similar to Global Detroit's Welcome Mat).
- Community Outreach and Empowerment – ONB works closely with ethnic and foreign born communities in the city to help these residents voice their concerns and aspirations. It insures that these concerns and aspirations are heard and addressed by the Mayor, City Council, and City government. ONB will host community meetings, assist communities in developing organizations, and facilitate other initiatives that help these communities grow and prosper in Boston.
- Accessing City Services – ONB has developed a City Volunteer Interpreter Pool to assist foreign born residents who do not speak English to access various city services. City employees are encouraged to access this service when working for and with these residents. In addition, the office possesses simultaneous interpreter equipment to facilitate community meetings that various city departments may host in these ethnic neighborhoods. Finally, ONB publishes the New Bostonians Guide to City Services that details various City services and how to access them. The Guide is printed in seven languages, in addition to English.

355 Under the current Mayoral transition in Baltimore, the Baltimore Office of International and Immigrant Affairs has been combined with the Mayor's Office of Neighborhood Affairs. For more information, see <http://www.baltimorecity.gov/OfficeoftheMayor/MayoralOffices/InternationalandImmigrantAffairs/ImmigrantServices.aspx>.



“Many people (in Michigan and Detroit) have never met a Chinese person, dated a Chinese person...it’s a big problem.”

RONALD WONG

Ronald Wong’s parents immigrated to Los Angeles in the 1930’s and made their living in the restaurant industry. He migrated to Michigan in 1971 after getting degrees in math, physics and business from universities in California.

While working in the aerospace industry in his home state, he applied to a blind advertisement that turned out to be placed by Ford Motor Co. to lure talent to Michigan. “They were trying to get technical people, (but if we knew) it was for the auto industry, no one would come,” Wong says. He met recruiters at the Los Angeles International Airport, but turned them down because of the location of the job.

But, when they called back, they “described everything I wanted in a job!” Intrigued, he flew out to Michigan.

“When you come out here and look at the automotive industry, it’s pretty impressive,” Wong says. “And it was good money, more money than I could imagine.”

He made the move but, used to the large Asian community in Los Angeles, suffered a bit of culture shock. “I had to find the Asian community here,” he says. Along with some fellow Ford employees, he founded the Association of Chinese Americans, which is now a national organization based in Washington, D.C. on whose board he sits.

Wong saw a chance for Ford to go global and pitched it to the company. He became a recruiter for people of Asian descent to join the Ford family. “I had to try to entice people to come out to Michigan, which was a hard sell -- to leave Silicon Valley to come to smokestacks,” he says. “But, because I was from California and I was Asian, I was the perfect spokesman.”

The draw to the Detroit area, as Wong sees it, is simple. Quality of life, family-oriented environment, lack of competition and cost of living. “Ever since I’ve been here, I’ve lived on the water,” he says. “My house would cost three or four times the amount in California.”

He encourages entrepreneurs of all stripes to relocate here. “You can make a better start here, you can make more money,” he says. “There is a lot of competition in LA to get a restaurant going -- everyone is doing that.”

Some of the downsides to life in this area that Wong cites are unchangeable -- flat landscape, cold winter -- but others are alterable, including lack of awareness. “People who lived in (New York or LA) were more aware of other races and diversity,” he says. “Many people (in Michigan and Detroit) have never met a Chinese person, dated a Chinese person...it’s a big problem.”

Wong left Ford after 27 years and is now president and CEO of Lakefront Capital, a company that, among other ventures, is involved with the retooling of the former Ford Wixom Plant into an alternative energy campus. He is also involved with selling the area’s assets to Chinese companies. “There is land and a lot of infrastructure,” he says. “There is a lot here in Michigan, we are just not capitalizing on what we have, integrating the components that we have.”

- New Bostonians Community Day – An annual celebration at Boston City Hall of the contributions of Boston's ethnic and foreign born communities includes a number of events and efforts to better connect these communities to city services, ESL classes, immigration clinics, and other resources.

With 27.5 percent of the city's population being foreign born, Boston has the fifth highest proportion of foreign born residents among the nation's 25 largest cities. The city's proportion of foreign born is significantly higher than the rest of the metropolitan area, which has less than 18 percent foreign born. The foreign born population in the city grew 46 percent from 1990 to 2007. While it is impossible to pinpoint the precise impact ONB has had on Boston's tremendous immigrant population growth (a trend that dates back to 1970), ONB has taken efforts to survey community-based organizations, private businesses, municipal staff, philanthropy, and the educational community regarding its work and the unmet needs among the foreign born. Approximately 60-70 percent found ONB's programs and work very useful, with the remaining respondents finding services somewhat useful. Literally less than one percent of the 126 respondents found any of the many services to be not useful.³⁵⁶

Minneapolis, Minnesota – Minneapolis Multicultural Service, Minneapolis Department of Civil Rights

The Minneapolis Multicultural Service (MMS) division of the City's Department of Civil Rights was created out of the recommendations of the report of the City's New Arrivals Interdepartmental Work Group under Mayor Sharon Sayles Belton in August 2000.³⁵⁷ MMS provides access to City services to those who speak limited English, or who are deaf or hard of hearing. MMS has Spanish, Somali, Hmong and American Sign Language interpreters who are available to assist City staff and the public. They work with residents in-person who visit City offices, over the phone, and, even, in the field (e.g., for a City inspection, etc.). The office maintains a list of ethnic media, as well as demographic data, to assist city departments in developing initiatives to better service the community.

Philadelphia, Pennsylvania – Mayor's Office of Multicultural Affairs

In January 2008, Mayor Michael Nutter appointed Israel Colon to lead an Office of Multicultural Affairs (OMA) within the city to promote "the full participation of Philadelphia's diverse cultural and linguistic communities in the economic, civic, social and cultural life of the City."³⁵⁸ The office has been central to the Mayor's goal of growing the city's population by 75,000 for the 2010 Census. In fact, OMA helped launch the Philly Counts Census 2010 Campaign.

The OMA has a broad range of responsibilities to work with immigrant groups and ethnic communities, similar to the community outreach and empowerment activities of Boston's Office of New Bostonians. It organized the first Mayoral forum on immigration in the city, which helped inform the work of the "International Work Group." The International Work Group, under the umbrella of the Managing Director's Office, is a volunteer network of immigrant service providers, leaders, and city officials that has developed policy recommendations to improve the integration of newcomers into the social and economic fabric of the city.

The OMA collaborates with and supports the work of the City's Managing Director's Office in implementing "Language Access Plans" in every major city department to insure that Limited English Proficient residents have access to city services, especially PhillyStat's "311" program. Executive Order No. 9-08, signed in June 2008, spelled out a number of specific provisions to enable OMA to collaborate with city departments and agencies so that immigrants and cultural minorities have improved access to City services and opportunities, as well as diverse bi- and multi-lingual representation within various department and municipal personnel.

356 Agnes Chang, "Surveying the Boston Community: Assessing the Impact of the Mayor's Office of New Bostonians" February 2007 found at http://www.cityofboston.gov/newbostonians/pdfs/Exe_Sum_Surv2-07.pdf.

357 The report can be found at <http://www.ci.minneapolis.mn.us/dhfs/newarrivals.pdf?q=directory-of-services-directory-of-services-for-new-arrivals>.

358 Executive Order No. 9-08.

Toronto, Ontario – City of Toronto Immigration and Settlement Portal

With 50 percent of its residents born outside of Canada, Toronto is one of the world's most diverse cities. The City Motto "Diversity Our Strength" pays homage to its immigrant populations. The web site portal maintained by the city is something to marvel.³⁵⁹ It contains its own version of the Welcome Mat recommended by this study and provides user-friendly information on immigration law, marketing information for international businesses considering locating in the area, links to employment credentialing, what to consider before emigrating, and services for those who already have arrived.

Recommendations for Global Detroit

The philanthropic and corporate communities should strongly consider funding at least one full-time employee in the City of Detroit Mayor's Office to staff a Mayor's Office of Global Affairs (MOGA). Recognizing the budgetary constraints of the City, as well as those impacting foundations and the regional corporate community, the MOGA will need to be much more of a facilitator, coordinator, and connector of resources than an office that delivers direct services. Yet, too many Global Detroit initiatives require input and connection with the Mayor's Office and the City government, not to mention Detroit's ethnic communities, residents, and business owners, to not have a designated person to facilitate the initiative's success.

The staff person will need to be able to work comfortably with the Mayor, the City Council, international corporate leadership, Detroit's Consular Corps, retail business owners, and foreign born residents so vital to Detroit's neighborhoods. They must be comfortable both in a contentious community meeting in southwest Detroit and observing protocol at a state dinner at the Consul General's home in Bloomfield Hills. Most importantly, they must have the trust and support of the Mayor and his executive staff and, therefore, should be selected solely by the Mayor's Office.³⁶⁰

Developing a specific work plan with measurable outcomes will depend, in some measure, on the program recommendations in this Global Detroit study that are funded and implemented. Yet, there are several general functions that the MOGA will need to provide, including:

- 1) **Act as a liaison to Global Detroit** – Regardless of whether or not any Global Detroit network or organization is formalized, a MOGA should have a seat at the table in planning and implementing the specific programs identified by this report. Many of the recommendations will need to link with appropriate City departments and personnel, and the MOGA can help make such connections.
- 2) **Serve as a City representative to Detroit's ethnic and foreign born communities** – Modeling on the community outreach and empowerment efforts of Boston's Office of New Bostonians, the MOGA should reach out to Detroit ethnic and immigrant communities to assist these neighborhoods in voicing their concerns and aspirations. This would include attending community meetings (or forming such meetings for smaller ethnic populations) on whatever topics are of primary concern to that neighborhood, but special emphasis would be placed on those issues that require a City response or participation. In addition to working with residents and community associations, the MOGA can provide another entry point for ethnic and immigrant retail businesses that are so valuable to Detroit.³⁶¹
- 2) **Insure access to City services** – While ensuring bi- and multi-lingual access to City of Detroit services is one of many priorities to make the city more welcoming, this initiative can only be implemented from within the City. Detroit's Limited English Proficient population is smaller than many other cities of its size, and its municipal resources are extremely strained. Yet, the other cities mentioned in this section have developed low- and no-cost solutions to insuring that all residents are able to access city

359 <http://www.toronto.ca/immigration/>.

360 A preliminary discussion with Darchelle Strickland Love, Group Executive for Health and Human Services in Mayor Bing's Office, was conducted on January 27, 2010.

361 If a more direct "one-stop" shop for businesses is developed in the City, then the MOGA still would likely provide a valuable referral function in connecting ethnic business owners who are more aware of or comfortable with the MOGA to that "one-stop." Additionally, if an existing organization, such as the Detroit Economic Growth Corporation, the Greater Downtown Partnership, Open City, or Planning and Development Department, is best situated to provide services to retail and other businesses, the MOGA will serve the ethnic business community by connecting them to these resources.

services, including using volunteer interpreters, hiring bi- and multi-lingual employees when openings arise in various direct service positions within departments, and developing pre-written city service guides in multiple languages. Ethnic community organizations, as well as colleges and universities, can be helpful resources for this work.

- 4) **Work as a City ambassador to foreign business and diplomatic initiatives** – The City of Detroit already has a number of Sister City relationships and the region is home to a robust international Consular Corps of 49 consul generals, honorary consulates, and related offices. The MOGA would give the city a renewed presence with these important relationships. Similarly, southeast Michigan conducts dozens of foreign trade missions every year. Governor Jennifer Granholm, the Michigan Economic Development Corporation, Automation Alley, Oakland County, Wayne County, the Center for Automotive Research, numerous ethnic chambers, and others have travelled abroad seeking markets for Michigan products and services, as well as foreign direct investment in the region. Other organizations, such as TechTown and Automation Alley, have worked to develop “soft landing” and international concierge facilities for foreign investors looking to locate in the region. The MOGA would help connect these efforts directly with the City of Detroit to insure that Detroit is as well represented as other areas in the region in developing these business investments and relationships.

All four of these functions are important and none can grow to its full potential without direct participation from and connection to the Mayor’s Office. A single office or employee designated to oversee these initiatives will facilitate their success, as well as free other Mayoral staff to focus on other initiatives without being regularly pulled into these issues.

Strategy #10: Create a Welcome Mat for new arrivals

For metro Detroit to succeed in a new economy it will need to attract and retain the workforce and talent that drive the firms and invent the technologies that create economic growth in that new global economy. Whether that means attracting foreign born students and scientists or creating a region that has the international diversity that attracts non-immigrant talent is immaterial. Both strategies require that the region become more welcoming to new arrivals and to residents of different global cultural backgrounds.

The need for services to support new arrivals and first and second generation descendants is necessitated by America’s growing internationalization. In the past 30 years America has experienced a growth in its foreign born population that it has not experienced since the early 1900s. Since 1980, America’s foreign born population has grown more than 250 percent from 14.1 million residents in 1980 to 38.1 million in 2007. In response to these new arrivals, metro regions across the nation are developing their own Welcome Mat of immigration services to greet these new arrivals.

A Welcome Mat, or inventory, of services varies greatly from region to region, but can include anything from simply hosting new families in a home to a wellspring of professional services. Most focus on insuring that English language classes, citizenship classes, legal services around immigration issues, job training and placement, cultural assimilation, and other vital services are provided to ease the transition into a new culture and to assist in day-to-day living. Programs such as these, as well as hosting cultural events, encouraging civic engagement, attending parent-teacher conferences, or attending neighborhood association meetings all help foster a sense of community and help immigrants stay and grow in a city.

In order to create a welcoming atmosphere for recent immigrants and their children, state and local governments, as well as nonprofit organizations, must create strong connections between existing services and new communities, as well as a welcoming environment where immigrants feel part of the community. To facilitate this integration, local Welcome Mat efforts must be tailored to the unique dynamics of their local immigrant community. Services are best

delivered in partnership with local immigrant communities, rather than from outside groups. Insuring that municipal services are accessible and are provided in ways that address cultural and language differences is a critical component that is addressed in the Global Detroit strategy on a Mayor's Office of Global Affairs. Building trust and connections between new immigrant communities and non-immigrant or long-standing immigrant populations also is essential and is addressed in the Global Detroit strategy for a Welcoming Michigan campaign.

New arrivals in Detroit

Empty storefronts and vacant homes have become familiar sights in what were once the great cities of America, and Detroit is no exception. As southeast Michigan continues to lose residents, concerned leaders look for solutions to reverse the population drain from what was a once vibrant area. More and more they are beginning to realize that immigrant groups can stabilize residential neighborhood and commercial retail corridors, while adding to the population of disinvested urban neighborhoods. In fact, for cities of Detroit's size (less than one million) outside of the Sun Belt population decline is the norm without immigration and immigration appears to be "essential" to stabilizing population loss.³⁶²

Cities with strong immigrant communities benefit from the micro economies created within ethnic enclaves, as well as the significant buying-power and tax revenue generated by immigrants. Across the 25 largest metropolitan areas in the U.S., immigrant wages, earnings, and profits are proportionate to their share in the populations.³⁶³ Historically, these immigrants have been willing to move into abandoned urban neighborhoods, creating new ethnic enclaves. The fact that

immigrants are much more likely to start new businesses³⁶⁴ and create retail businesses in underserved urban areas with unstable demand makes their presence that much more valuable to cities.³⁶⁵

The impact new immigrants have on revitalizing blighted urban neighborhoods can be seen in communities across America. The city of Philadelphia shrank by 30 percent between 1950 and 2000. Since 2003 the Welcoming Center for New Pennsylvanians has helped to promote immigrants and immigration as assets to regional economic development by providing an online Welcome Mat, as well as job training and entrepreneurial development to immigrant groups. Between 2000 and 2006, the region's foreign born population grew 113,000 or 29 percent (rising from 9 percent to 11 percent of the region's total population). The city was home to 20,000 of those 113,000 new arrivals, and their inflow helped stem population loss and bring new energy to once blighted neighborhoods across the city.

Federal programs to assist immigrants in adjusting to life in America are virtually nonexistent. As a result, local governments and nonprofit organizations find themselves increasingly responsible for developing and maintaining policies and programs to successfully help integrate new arrivals into their new environment. The growing awareness of the benefits of a healthy immigrant population has inspired an increasing number of regional efforts to pursue immigrant recruiting and welcoming initiatives. Versions of a Welcome Mat now exist in Boston,³⁶⁶ Halifax,³⁶⁷ Kitchener/Waterloo,³⁶⁸ New York City,³⁶⁹ Philadelphia,³⁷⁰ Pittsburgh,³⁷¹ and Toronto,³⁷² while developments are underway to create one in Cleveland.³⁷³

362 Bruce Morrison and Paul Donnelly, "Attracting New Americans Into Baltimore's Neighborhoods: Immigration is the Key to Reversing Baltimore's Population Decline," report for the Abell Foundation, December 2002, pp. 1-2.

363 David Dyssegaard Kallick, "Immigrants and the Economy: Contribution of Immigrant Workers to the Country's 25 Largest Metropolitan Areas," study for the Fiscal Policy Institute, December 2009.

364 The most recent Kauffman Index of Entrepreneurship suggests that foreign born are 1.89 times as likely to start a business as non-immigrants. Robert Fairlie, Kauffman Index of Entrepreneurial Activity 1996-2008, April 2009.

365 Research Perspectives on Migration, a joint project of the International Migration Policy Program of the Carnegie Endowment for International Peace and the Urban Institute, January/February 1997, Volume 1, Number 2.

366 Office of New Bostonians. www.cityofboston.gov/newbostonians/.

367 Halifax Region Immigration Leadership Council. www.greaterhalifax.com/en/home/about_the_partnership/Projectsinitiatives/immigration/leadership_council.aspx.

368 See Kitchener Waterloo Regional Immigrant Employment Network at www.wrien.com, as well as the local YMCA Immigrant Settlement and Adaption Program at http://www.kwymca.org/contribute/immigrant/program_ISAP.asp.

369 Mayor's Office of Immigrant Affairs. <http://www.nyc.gov/html/imm/html/home/home.shtml>.

370 Welcoming Center for New Pennsylvanians. www.welcomingcenter.org.

371 Welcome Center for Immigrants and Internationals. www.wcii.org.

372 City of Toronto Immigration and Settlement Portal. www.toronto.ca/immigration/.

373 Becky Gaylord, a former Cleveland Plain Dealer reporter, has been commissioned to develop recommendations for the Jewish Community Federation of Cleveland.

TEL GANESAN

Tel Ganesan pays attention to the world he lives in and the one he came from. His Farmington Hills office lobby has one clock set to the current time in India -- where he was born and earned a degree in engineering -- and another set to Eastern Standard Time. He moved to Detroit in 1989 to pursue a career in the automotive industry, received his Master's Degree from Wayne State University and landed a job with Chrysler, where he remained for 13 years.

Working in quality control, Ganesan moved up the ranks, but knew he wanted something more. "I always had an entrepreneurial drive and I could not grow that spirit in a big corporation," he says.

He founded Kybba, an engineering solutions company, in 2005. "We help put the right people on the right job," Ganesan explains. "We've created software that tracks training and skill sets of employees in real time -- quality, cost, safety, morale...all those metrics."

When starting his firm, he opted to stay put in the Detroit area. "I'd been here for a long time," he says. "Since my solutions are all focused on the automotive industry, I really wanted to be a part of where I spent most of my life."

Plus, there's the weather -- at least, part of the time. "In summertime, Michigan is a great place to live -- I can't answer for winter," laughs Ganesan. "I don't want to lie to people, Michigan is best in the summer, but you get used to the snow."

Ganesan is involved in Detroit's Chapter of Talent, Ideas, Enterprise (TiE) as a platform to help spread the word about the importance of entrepreneurship as a life-long vocation. "Entrepreneurs are the backbone of the economy, without them you don't have an economy," he says. "To create new things you need innovation and entrepreneurs are a vital part (of this). Entrepreneur equals jobs equals wealth."

Ganesan believes that the southeast Michigan area has the background to retool its economy, and that small business is the key to the area's reinvention. "We put the first paved road on planet Earth on Woodward Avenue, the first car...we were the center of the universe, of Earth, of everything," he says. "And somewhere we lost that innovative streak, people stopped taking risks and became complacent. We need to reignite the area and change the culture to an entrepreneur culture and mindset where people take more risks."

When immigration and entrepreneurship combine, Ganesan says a "lethal concoction" occurs. "When you marry these two forces together, you get tremendous growth and impact," he says. "We need to be welcoming to immigrant entrepreneurs."

Successful immigrant entrepreneurs need to work within American society and culture to reap the most benefits, says Ganesan. "Immigrants have technical skills, a fire in their belly, but they need other skill sets to succeed," he says. "They need to learn how the culture looks rather than reinventing it."

He recommends the implementation of a mentorship program that would pair immigrants with long-time residents. "Immigrant entrepreneurs can learn from locals in terms of culture, and this would be a great way to integrate with them," he says. Creating more entrepreneurs -- from both foreign- and American-born populations -- can do nothing but good. "Entrepreneurs create wealth -- nobody disputes that."



"To create new things you need innovation and entrepreneurs are a vital part (of this). Entrepreneur equals jobs equals wealth."

A welcoming environment can help stabilize what CEOs for Cities labels as “portal neighborhoods” for new arrivals. Portal neighborhoods enable immigrants to establish themselves within the American culture by offering affordable housing opportunities, as well as a familiar cultural environment. By settling first in these ethnic clusters, new arrivals are able to learn about their new American community from their cultural peers, giving them the opportunity to integrate themselves and gain confidence within a smaller, more manageable community before venturing out into a greater region. These ethnic neighborhoods also enable nonprofit immigration service providers to reach more clients with greater efficiency. Cities committed to creating environments where immigrants feel safe and welcome are best positioned to see immigrant communities grow and thrive adding to urban revitalization, population growth, and economic prosperity.

Global Detroit’s Welcome Mat

From the outset of the Global Detroit study, research and interviews were conducted to create a Welcome Mat, or inventory, of services and resources available to immigrants in southeastern Michigan. Nearly 50 individual nonprofit immigration service provider organizations were contacted and interviewed. Each organization was interviewed in person from a pre-written 21-page survey which appears in Appendix 2. Effort was made to inventory existing programs and to develop a set of recommendations to improve the Welcome Mat network of services offered.

The preliminary findings were unveiled in February 2010 at a public meeting with 30 attendees from over 20 organizations. Southeast Michigan has an extensive network of immigration service providers who offer a wealth of critical services. Information about these services, even within the network’s organizations, is extremely fragmented. Moreover, like most nonprofit sectors in Michigan, the organizations collectively comprising the Welcome Mat are facing significant funding challenges, and a number of the organizations have been forced to make significant cuts to or end specific services.

The survey findings included identifying specific challenges and recommendations that had been uncovered through the interview process. Participants at the public meetings were

encouraged to comment on the recommendations, as well as to create new recommendations. Meeting participants prioritized the proposed recommendations by casting votes for the recommendations developed in the meeting.

Challenges uncovered

Survey participants were asked a number of questions to inform the larger Global Detroit study’s research into immigrant attraction and retention in the region. Questions about how the organization’s primary client community came to Detroit and what would make new immigrant communities stay and thrive were combined with questions about how the region could be more welcoming. The surveys revealed three distinct regional challenges:

1. **Jobs are scarce** – Detroit and Michigan have suffered significant economic hardships in the structural transition from an auto manufacturing-based economy to the new economy. Without jobs to attract and retain new residents, foreign born are likely to leave and less likely to immigrate to metro Detroit. This issue was raised by many survey participants as a significant factor which threatened an ethnic community’s success, ability to stay in the region, or propensity to attract new migrants.
2. **Detroit is viewed as dangerous, blighted, unwelcoming, and an area to be avoided** – Traditionally a region’s central city serves as the gateway and hub of ethnic activity. The perception of Detroit is a regional problem that impacts economic growth and the welcoming nature of the entire region. The central city gateway and portal neighborhoods models offer unique advantages, including low cost housing and retail space; identifiable and accessible ethnic communities; and benefits for other central city residents and neighborhoods. Specific efforts must be made with existing immigrant communities to improve Detroit’s perception and to attempt to connect the groups to the region’s central city.
3. **Metro Detroit lacks adequate public transportation** – Numerous groups, including those in Oakland, Macomb, and out-Wayne Counties, reported that inadequate public transportation poses a significant barrier to delivering services to

their target community. Effective regional transit is not simply an issue of hipster urban enthusiasts or the urban workforce who need access to suburban jobs. Inadequate public transportation impacts the ability of suburban nonprofit service providers to deliver basic services. As a result, our region is less welcoming than it could be, despite the existence of a Welcome Mat of dozens of service providers. Simply put, these agencies struggle to reach and assist their clients because there is no effective regional transportation system.

Employment and entrepreneurial development

Access to the workforce and employment can be difficult for new immigrants, particularly for those who do not speak English as their primary language, have employment skills that are not easily credentialed in the U.S., or who have less than a high school education. Some would argue that economic opportunity is the foremost, if not sole, cause of immigration and that metropolitan regions that do not offer economic opportunity for immigrants will not attract them. Certainly, the strong correlation between high immigration and low unemployment suggests that immigrants choose to migrate to high employment areas.³⁷⁴

The barriers faced by new immigrants to entering the job market can be significant. While historically immigrants have enjoyed higher workforce participation rates and lower unemployment (although immigrant unemployment has surpassed non-immigrant unemployment during the current recession), there is ample evidence that they face employment barriers. Particularly among blue collar workers, foreign born workers often earn less than non-immigrants.³⁷⁵ Immigrants can lack the extensive networks enjoyed by native born and raised Americans that often connect workers to a job. The reality is that immigrants have succeeded in the American economy in spite of the barriers.

The same is true of immigrant entrepreneurs. Language and cultural barriers can be extremely challenging to immigrant entrepreneurs seeking to open a grocery store, restaurant, coffee shop, floral shop, dry cleaners, or other retail business.

American laws often can be more extensive and restrictive than the regulations in their home countries. Native customs of dealing with municipal officials often are different than U.S. practices. And immigrant entrepreneurs consistently report that U.S. banking practices and credit history requirements can make accessing capital one of the most substantial barriers to success. Despite the challenges, immigrant entrepreneurs have persevered, opening and maintaining retail businesses in neighborhoods across America.

The Welcoming Center for New Pennsylvanians placed these economic concerns at the front of the line when the organization formed in 2003. A Welcome Mat inventorying Philadelphia's network of immigration service providers was created, but the Welcoming Center quickly focused its attention on job training, skill credentialing, job placement, and entrepreneurial development activities. It provides an ideal model of what is possible, working with new arrivals from all ends of the economic spectrum: from the accountant who struggles to convince employers of his education and talents to the unskilled laborer whose lack of English skills prevents him from filing job applications or understanding employers' instructions.

The Global Detroit Welcome Mat survey asked about organizations' job training, placement, and credentialing services, as well as entrepreneurial and business training activities. Only five of the nearly 50 groups surveyed had a single designated staff person devoted to this critical function. Certainly, outstanding programs exist at ACCESS, Arab Chaldean Council, Jewish Vocational Services, and SER Metro, but these services are not merely targeted at immigrants and the special barriers they face, but are designed and funded to serve the general population. Global Detroit should work with these skilled agencies to develop specific solutions to the employment barriers faced by immigrants.

One specific challenge facing immigrant workers relates to long-term career options and growth. Once programs are developed to assist immigrant workers to secure and succeed in their first job, attention needs to be given to developing a career ladder for immigrants. Too often immigrant workers secure entry-level positions, but are unable to acquire the skills or are barred from moving into higher-paying positions. Sentencing

³⁷⁴ Rob Paral and Madura Wijewardena, "The Unemployment and Immigration Disconnect: Untying the Knot (Part I of III)" *Special Report for the Immigration Policy Center*, May 2009.

³⁷⁵ Kallick at 14.

such workers to a minimum wage career can crush the region's ability to attract future networks of immigration. It sends a message that such workers are not welcome into the regional economy and all of its opportunities for growth and prosperity.

An even more compelling story can be told for developing new entrepreneurial training and assistance programs for new immigrant businesses in metro Detroit. It appears that none of the nearly 50 groups interviewed have a full-time staff person



STEPHEN RAPUNDALO

Stephen Rapundalo was attracted to Michigan for its economic opportunities, and today it's his job to help create them for others.

Rapundalo is president and CEO of the Michigan Biosciences Industry Association, which fosters growth in the state's bioscience industry. Rapundalo grew up in Canada, about three hours east of Sault Ste. Marie. Today, he holds dual citizenship, is raising a family in Michigan and is in his third term on the Ann Arbor City Council.

"It was really economic opportunities [that kept me here]," Rapundalo says. "They were less in my profession in Canada, the pay was less, taxes were higher. We continue to have pretty decent health care up there, in case I need to go back there in my old age. But the economic opportunities were just more plentiful here."

Rapundalo first arrived in the United States in 1979 as a graduate student at the Medical College of Virginia, where he earned a Ph.D in physiology. He moved to Cincinnati for a post-doctoral fellowship, got married and applied for his green card.

After completing his fellowship, Parke-Davis recruited him to Ann Arbor to conduct pharmaceutical research. A lay-off following Pfizer's purchase of the company in 2005 led Rapundalo to MichBio, which was seeking an interim executive director. Four months later, Rapundalo's position at the organization's helm was made permanent.

A U.S. citizen since 2000, Rapundalo says the country's immigration policy needs to do more to welcome immigrants who can help drive American innovation.

"I think we're ignoring both a huge opportunity and a huge problem in having immigrants from all over the world come here to study, but because of restrictive policies then be compelled to have to go elsewhere, presumably back to their country of origin, where they can apply their American-based education and skill set they've acquired to their respective countries and economies," he says. "I think we're missing a huge opportunity to capture that."

"There are some really, really bright people who can help us maintain leadership in innovation," he adds. "There are plenty of places that can copy and make things more cheaply, but with innovation we're still in the lead. But I see that deteriorating pretty rapidly unless we address the immigration issue. My hope is that if the feds won't do it, the state of Michigan can do certain things to make it easier for students and highly skilled individuals to stick around longer."

"There are some really, really bright people who can help us maintain leadership in innovation."

or regular course to train new immigrant entrepreneurs on how to write a business plan.³⁷⁶

Much like job training and placement activities, metro Detroit has a number of quality organizations providing entrepreneurial training and support services. Few, if any, however, have been able to develop and support programs targeting immigrant entrepreneurs. Global Detroit should work with existing programs at Ann Arbor Spark, Automation Alley, Bizdom U, Booker T. Washington Business Association, City of Detroit's Office of Neighborhood Commercial Revitalization, the Small Business Administration, TechTown, as well as ethnic chambers and foreign business associations to develop a robust immigrant entrepreneurial training and support network. This may be as simple as identifying the programs that the Welcome Mat survey missed and/or asking programs to target existing services at immigrant groups.

Immigrant entrepreneurial training and assistance is one service that is particularly ripe for collaboration with other traditionally underserved communities. African-Americans and other non-immigrant minorities share many of the challenges faced by immigrant entrepreneurs in terms of access to capital, desire to open retail establishments in traditionally underserved urban neighborhoods, and "necessity" entrepreneurship (starting a business because traditional workforce opportunities are closed or limited to the entrepreneur). Cleveland's immigrant attraction and retention initiatives demonstrate the personal relationships that can be created, developed, and nurtured through an immigrant and minority entrepreneurial alliance. Similarly, Philadelphia's Welcoming Center publications on how to establish retail businesses were so thoughtfully done that they were valued by and useful to non-immigrant, African-American entrepreneurs.

Welcome Mat Recommendations

Based on the survey results, gaps in the current service network, recommendations from the organizations interviewed, input at the Welcome Mat's public meeting unveiling preliminary findings, as well as the stated goals of Global Detroit, the following improvements to a Welcome Mat should be considered:

1. **Develop a Welcome Mat Website** – A Welcome Mat is only as valuable as its services are used. Certainly the inventory developed by the Global Detroit study will assist immigrant communities in accessing various services that they may not have known existed. Websites in Boston, Halifax, Kitchener/Waterloo, New York, Philadelphia, Pittsburgh, and Toronto suggest that the content of a Welcome Mat can be very usefully disseminated via the internet.³⁷⁷ A web-based Welcome Mat also allows new arrivals to connect with the Welcome Mat before they even travel or relocate to metropolitan Detroit. This could be extremely important in attracting new immigrants to the region from abroad and/or other gateway cities. Finally, a website will enable the Welcome Mat to market itself to new audiences who might not be connected to the same immigrant service provider networks that are likely to possess a paper Welcome Mat inventory.

Some of the Welcome Mat websites allow visitors to search among the various service offerings, saving clients hours of research time trying to sort among the various service providers. For example, the Welcoming Center for New Pennsylvanians in Philadelphia allows visitors to search for English language classes based upon location in the greater Philadelphia region, language ability, native language of the student, day of the week, etc.

A website would be particularly advantageous to maintaining the Welcome Mat's accuracy. With nearly 50 organizations providing services, the nature of those services, as well as the organizations themselves are bound to change regularly. A paper Welcome Mat likely will have several inaccuracies within months of being printed. It will be easier to update a website than to engage in multiple re-printings of a paper Welcome Mat.

2. **Create or Designate a Central Welcome Mat Organization** – The need for a central organization to coordinate the Welcome Mat became readily apparent during the survey process. Such an

376 One shortcoming of the study is the lack of one-on-one interviews with ethnic chamber organizations. While some were conducted, many more were not. Entrepreneurial training and assistance was raised as one of the 45 potential strategies, but was not one of the top eleven strategic programs. Welcome Mat interviews began well before this prioritization process, and it was thought that entrepreneurial training and assistance would be identified as one of its own strategic priorities, rather than as a part of the Welcome Mat. Yet, without a specific entrepreneurial training and assistance strategy elsewhere in the Global Detroit study, this activity must be included in the Welcome Mat.

377 Footnotes 197-203 of this section provide relevant website addresses to access these services.

organization will have a number of tasks to insure that the Welcome Mat is kept up to date and is accessible by immigrant communities throughout the region. A central Welcome Mat organization will serve as the driver, central repository, and clearinghouse of information to insure new arrivals and first- and second-generation immigrants have the full range of services provided by the network of immigration service providers at their disposal.

A central organization could be created by funding a new organization, or an existing organization could be designated and supported to play such a role. The public meeting unveiling the Welcome Mat survey's preliminary results demonstrated a strong desire to collaborate among individual immigration service providers and to work together to address gaps in service delivery, serve each other's ethnic communities, and develop a collective voice for metro Detroit's immigrant community.

The central Welcome Mat organization should be located in Detroit, regardless of if it is a new organization or an existing organization funded to serve in this capacity. Detroit is centrally located to most of the region. Tapping into immigrants' historical contributions to the revitalization of urban neighborhoods is central to a Global Detroit and is articulated in the neighborhood revitalization strategy section. The location of the Welcome Mat organization will be a magnet for new immigrants and should be in Detroit. This is especially true given the misperceptions and challenges about Detroit identified during the Welcome Mat survey process.

3. **Task a Central Welcome Mat organization with improving the services offered by the Welcome Mat** – There are a number of gaps, as well as funding challenges, within the range of services provided in the Welcome Mat network. A central Welcome Mat organization should work with the nonprofit immigration service providers and others to address these service issues, including:

- **Develop collaborative efforts between immigrant service providers, immigrant communities, and others to share services and refer clients.** Some organizations and

communities excel at providing some activities, while struggling to effectively address other needs. For example the Jewish community operates an excellent citizenship program, ACCESS provides a wealth of cultural assimilation and job training programs (although not targeted specifically at immigrants), but neither offer an entrepreneurial training program targeted at micro-businesses. Most communities struggle with addressing certain issues such as finding domestic violence shelters that provide services that are culturally- and language-sensitive.

- **Develop joint funding proposals so that numerous ethnic groups and immigration service providers can access newly-funded services.**
- **Address areas of critical need within the Welcome Mat of services.** The survey revealed that gaps exist in the network of services in the region, especially as compared to national models in Boston, Philadelphia, and other cities. No metro Detroit organization has a designated program to help new arrivals with establishing their employment credentials. The Welcoming Center for New Pennsylvanians operates an established program to assist the proverbial accountant, doctor, nurse, or computer programmer who arrives trained to provide a professional service, but ends up driving a taxicab because she cannot establish her credentials in the U.S. The Welcoming Center for New Pennsylvanians is able to connect these immigrants with an established credentialing organization and is looking to develop a grant or loan program so that these new arrivals can cover the credentialing costs, and the regional economy can benefit from their skills.
- **Enhance the network of immigration law services.** According to the survey, the region has less than five full-time nonprofit attorneys serving the immigration legal needs of the more than 180,000 foreign born resident aliens. While certainly most, if not many, foreign born are able to pay for legal services, thousands are not. It is estimated that west Michigan has an equal, if not larger, number of nonprofit attorneys providing free legal assistance on immigration

matters than southeast Michigan has. The lack of adequate legal assistance on immigration has significant consequences. It enables an entire industry of predatory, unscrupulous, and abusive immigration clerical assistants to take advantage of vulnerable immigrants.³⁷⁸ Often even the well-intentioned of these businesses make mistakes and residents who have valid legal claims to be here are deported because of these mistakes. Others, whose intentions are less honorable, simply take advantage of these vulnerable consumers, knowing that many will be too afraid to report consumer fraud and abuse.

The lack of legal representation can force immigrants “underground,” rather than encouraging them to pursue their legal status. The presence of undocumented labor causes a variety of labor abuses that not only harm immigrants and their families, but that can have deleterious effects on non-immigrant labor. Finally, the lack of adequate legal representation makes the region less than welcoming and is a subtle indication that the region might not welcome new residents, despite their proven contributions to regional economic growth and prosperity.

- **Fund additional English language classes.** The Welcome Mat survey revealed excess demand for English classes beyond what nonprofits are able to currently provide. Additionally, a number of groups wish to improve the quality of their programs by employing certified instructors or providing students with materials, but cannot do so without additional resources. Learning English is central to integrating immigrant communities and helping new residents become citizens. A robust English language curriculum throughout the region will help insure that immigrant groups are not isolated.
- **Work to provide for short-term and long-term housing needs of immigrants.** Newly-arrived immigrants and refugees often need immediate short-term housing. Freedom House in Detroit

has space for 38 refugees and political asylum seekers, and other organizations provide volunteer housing with families; but more is needed.

New immigrants often have difficulty in finding safe, decent, and affordable housing. Too often they are easy prey for unscrupulous landlords, including slumlords within their own ethnic community. Linking new residents to affordable housing providers, community development corporations, and pre-screened private landlords can help eliminate abuses. This Welcome Mat service could be a significant benefit to the neighborhood revitalization strategies of Global Detroit, particularly if it provided deeper connections between immigrant communities and existing Detroit community organizations.

- **Facilitate access to culturally-competent healthcare services.** Immigrants with differing cultural experiences and language barriers can have difficulty in accessing and utilizing healthcare. Nonprofit immigration service providers can play an instrumental role in connecting local healthcare providers (hospitals, doctors, dentists, clinics, pharmacists, etc.) with their ethnic communities. Certainly, some organizations, such as ACCESS, the Arab Chaldean Council, and CHASS Clinic, provide exemplary primary care to the Arabic, Chaldean, and Hispanic communities, respectively. More common, however, there is no such primary caregiver, and immigrant communities are left to fend for themselves among the existing healthcare networks. While hospitals strive to have interpreters on staff and develop culturally-competent care, a central Welcome Mat organization could help build upon these efforts and develop more robust regional healthcare access and service for immigrant communities.
4. **Encourage a central Welcome Mat organization to build the capacity of nonprofit immigration service providers in the Welcome Mat network –** There are a number of specific opportunities for a central Welcome Mat organization to enhance the

378 The Michigan Immigration Clerical Assistant Act (Public Law 161 of 2004, MCL §338.3451 et seq) was enacted to penalize such abusive business practices, but less than five prosecutions have been pursued since its enactment.

capacity of individual nonprofit immigration service providers beyond the specific services they offer. These include:

- **Provide shared space for individual organizations.** A number of Welcome Mat survey respondents identified office space as their primary organizational need. A central Welcome Mat organization should open its doors to individual nonprofit service providers to host meetings, meet clients, or access basic office equipment (e.g., copier, fax, printer, etc.). A number of organizations in the network operate out of churches or have no home at all. This is especially true for immigrant communities who have smaller populations or are newer additions to the region. An easy way to enhance the capacity of these organizations is to offer them shared space. Such shared space could facilitate cultural celebrations and larger events, in addition to mere office functions and meetings with clients. Additionally, if the central organization is located in Detroit, the shared space would have the additional benefit of further connecting these groups to the city, dispelling the myths and challenges about Detroit uncovered during the survey.
 - **Train ethnic and cultural organizations in nonprofit management.** A number of immigrant communities were not interviewed because their community organizations were too informal to offer immigration services in any organized way. In other words, problems faced by immigrants were handled via word-of-mouth or individually without a designated process or program to list in the Welcome Mat inventory. One of the barriers for a number of these small immigrant community organizations is the lack of familiarity with American nonprofit corporate and tax law. Often their organizations are unincorporated or have not applied for tax-exempt status. Others are not familiar with the processes to access corporate, philanthropic, and/or government funding.
- The Welcome Mat could organize a series of trainings for these organizations in nonprofit management to help them develop to serve
- their communities. The Michigan Nonprofit Association, Community Legal Resources, and New Detroit already provide similar services to emerging nonprofit organizations and could be engaged to develop trainings for immigrant community organizations at an affordable cost.
- **Facilitate intergroup dialogue and cultural exchange between groups.** Throughout the survey process, respondents expressed a desire to better connect with other immigrant communities, as well as the general public. Intergroup dialogue and cultural exchange between the immigration service providers can build new bonds in a new country and make Detroit a more welcoming region for immigrants. Additionally, these opportunities would help build the network and allow for enhanced understanding and shared services. Such efforts should be coordinated with the Welcoming Michigan campaign strategy.
 - **Facilitate international crisis support.** When global crises arise, such as the earthquake in Haiti or tsunami in Asia, metro Detroit's ethnic communities often shoulder a unique burden in answering media calls and connecting local residents and businesses to relatives, friends, and associates abroad. Additionally, these community organizations play a critical role in organizing the region's response in helping to coordinate information and charitable efforts. A central Welcome Mat organization could help establish a template to assist community groups when these crises arise, as well as connecting them to resources in the region.
5. **Utilize ethnic media to promote, deliver, and support the Welcome Mat.** For many immigrant communities, ethnic media serves as the community organization that keeps them connected. This can be especially true in a metropolitan region like Detroit where many more immigrants are dispersed among a variety of suburban communities outside the central city. In fact, the proportion of foreign born is higher for suburban populations than for Detroit's. Some suburban immigrant populations have recreated the ethnic clusters of urban America in select

suburban municipalities. While others have dispersed throughout the entire region.

Regardless of the settlement pattern, ethnic media provide a critical community connection and source of information in most of the region's immigrant communities. The Welcome Mat should partner with New Michigan Media, a network of ethnic and minority media across Michigan that includes nearly 150 ethnic and minority media outlets, representing over 100,000 readers, viewers, and listeners. New Michigan Media was organized in 2006 by Hayg Oshagan, a professor at Wayne State University's

Department of Communications, and is funded by the McCormick Foundation to hold newsmaker briefings, conferences, and workshops. It provides an ethnic news server and has created an ethnic and minority media directory.

Utilization of a robust ethnic media can help to create stronger communities by showcasing the area's diversity and highlighting the attractiveness of its many ethnic communities in metropolitan Detroit. Many of these ethnic media outlets have readers, viewers, and listeners abroad. All of this helps to promote the Detroit region to existing

VICTOR NAIDU

Victor Naidu credits his education, his work ethic and his wife with the success of his Southfield-based IT company.

Ramsoft Systems, Inc. got its start in 1992 and today employs over 100 people in India and 170 in Michigan and throughout the U.S.; the company's Michigan employees focus on IT consulting and programming services. Naidu started the company with his wife, Rama Gudivada, a fellow immigrant from India.

"We wanted to see if we could create more jobs and job opportunities," Naidu says. "As an immigrant, you have an entrepreneurial nature. The job was not enough."

By 1993 Naidu, who arrived in Detroit from Bangalore in the late 80s, joined his wife full-time in their new venture. Both hold multiple advanced degrees and a desire to build and grow on their own.

Immigrants, Naidu says, have "a high motivation. Their willingness to work hard overcomes all their obstacles. Success is not an option for them, it's a mandated requirement.

"They come with their own education," he adds. "We didn't invest in these people yet we're able to claim their results from day one. Probably one of the greatest assets this country has is the ability to attract people to come and work here."

Education is a passion for Naidu, who is a member of the Oakland School Foundation Board of Directors and a member of the dean's advisory board for Oakland University's School of Business Administration.

"Education is power," he says. "I happened to come here with a good education, and could easily find a good job even from week one. Education is an equalizer. You need to have an education, a strong foundation in math and science, and a hardworking nature. That combination will bring you success."



"As an immigrant, you have an entrepreneurial nature. The job was not enough."

ethnic communities, newly-arriving immigrants, and potential future new arrivals.

6. **Develop a Welcome Mat that targets skilled workers, foreign students, and business people**
– Most of the services identified by the Welcome Mat survey and immigration service providers focus on basic immigration and citizenship needs, day-to-day needs, cultural and civic integration, and emergency human service needs. Immigrants include a broad spectrum of highly-educated and wealthy

arrivals, as well as working class migrants lacking formal education. Many of the services identified in the Welcome Mat have utility with all ends of the spectrum. Some have greater appeal to the working class residents and may have little appeal to wealthier and more skilled residents.

Creating a welcoming environment requires appealing to the needs of all new arrival and potential new arrivals. The welcoming activities and cultural integration needs for foreign business investors,



KOFI ANNORH

Kofi Annorh dreamed of coming to the United States since he was a child in Ghana, studying English with American teachers.

Indeed, Annorh grew up with a travel bug, eventually visiting 36 countries. But none of those destinations replaced his dream of moving to America. In 2001, after losing his brother to the war in Sierra Leone, Annorh finally decided to make the leap.

"As a child I had American teachers who inspired me a lot," he says. "Detroit had been on my mind in a way. When I arrived here I was like, Okay, this would be good for me."

Annorh got his start in his new country working in a gas station, then soon moved on to a job as a janitor at the Jewish Community Center in West Bloomfield. In 2005 he started his own janitorial company, buying cleaning equipment at garage sales. He and his crew of part-time employees began cleaning apartments in Waterford, then picked up contracts for various McDonald's restaurants.

Annorh's great great grandfather had had a business in organic products in Ghana, and in 2009 Annorh decided to return to his roots by importing them to Detroit. His Kofano Networking Services provides organic African products like spices, shea butter, cheese, black soap and specially blended teas to retailers and organizations around the country.

"It's going places," Annorh says of the venture. Before coming to the United States, he says, "I couldn't believe I would be able to employ people and have a customer base. I have about 23 sales representatives in 23 states. I'm very optimistic the business will grow."

Annorh also reports on African news for a Pontiac newspaper and is a motivational speaker. He says Michigan's struggling economy doesn't phase him.

"I feel the economy is buoyant," he says. "No one will say that. But I'm coming from a Third World country and, comparatively, we don't have such opportunities. With the spirit that I have, nothing stops me."

"As a child I had American teachers who inspired me a lot."

skilled workers, foreign students, and diplomats are unique. The Cultural Ambassadors section of the study is designed to address the needs of these foreign born residents and visitors that are not addressed in the Welcome Mat. It is important to note, however, that a recommendation to meet these needs was made through the Welcome Mat surveys and process, as well.

Strategy #11: “Institutionalize” the Global Detroit initiative

As originally conceived, the Global Detroit study and strategy was envisioned as a report and study meant to advise economic development advocates in growing the regional economy and job base, rather than a program or project that would take on a life of its own. As presented to the original Global Detroit Advisory Board, the Global Detroit study contained only ten recommended strategies. In reviewing these recommendations, it became quickly apparent that an eleventh strategy needed to be added.

The ten above strategies are interdependent. Detroit cannot become a successful global region, feeding off of international talent and energy by simply employing one or two ideas. The Global Detroit initiative must be “institutionalized” in the sense that:

- **A committed, broad-based group of advocates is identified to:**
 1. *Allocate responsibilities for specific strategy initiatives*—Each of the ten other strategies are envisioned to be carried out by a specific lead agency or lead agencies that will assume responsibility for the initiative or the portion of the initiative to which it is assigned. For example, it is anticipated that the Michigan Immigration Rights Coalition will oversee and house the Welcoming Michigan campaign as a specific program within MIRC (in this case, governed by an independent advisory board). It also is anticipated that Intern in Michigan will oversee the efforts to retain foreign students in the region.
 2. *Develop resources*—The support for each of these ten initiatives will require a variety of resources. Some of this funding can be obtained simply by refocusing

existing resources on the opportunities identified by Global Detroit, while other portions will require new grants to existing organizations to support and expand existing work. The Cultural Ambassadors program is an example of the latter, where the current program has been operating on virtually no budget, but a more regional, collaborative, and robust program will require some dedicated support. Finally, some other programs will require new funding out of whole cloth, such as developing a nearshoring initiative or a partnership with Canada to attract foreign direct investment, or supporting an EB-5 regional center.

3. *Engage in continuous monitoring, process improvements, and mid-course corrections*—It will be important to develop some specific measurable results linked to regional economic growth and job creation for the entire Global Detroit initiative, as well as within each program area. First, there is a tendency for programs, once created, to work to justify their own existence. If Global Detroit launched three or four initiatives without benchmarks, it could expect that in three years time, each of these initiatives would have developed a case for additional funding to support the initiative, regardless of their importance and connection to the ultimate and original goals of Global Detroit. Second, creating economic growth and job creation from a robust immigration or international region is no easy task. Most of the individual initiatives are not ambitious enough on their own to have macro impacts. Taken together, however, there is reason to believe that significant tangible results can be measured across the region.
- *Global Detroit efforts are sustained*—Transforming southeastern Michigan’s regional economy from a declining manufacturing one to a robust one characterized by innovation, entrepreneurialism, and energy with a strong international diversity will not be accomplished overnight; and many of the strategies outlined in this report will take years to implement, while others will have immediate impacts that will yield increasingly productive outcomes as time goes on. Nevertheless, becoming an international region that spurs innovation and growth should not be an idea that is championed one day and then dropped the next.

- *Global Detroit appeals to non-immigrants, such that efforts are seen as “In Addition to,” rather than “Instead of”*—The impetus for commissioning the Global Detroit study was not to address inequities in civil legal rights observed by immigrant communities, but to focus on the long-term economic growth, prosperity, and job loss issues faced by the region as a whole. While the strategies and opportunities identified in the Global Detroit study focus on the foreign born and international populations within the region, the benefits and impacts are direct to the region as a whole and include, if not target, non-immigrants who are in desperate need of a transformed and revitalized regional economy.
- *Strategies are coherent and strategic, rather than episodic and tactical*—The Global Detroit strategies are designed not to grab headlines, build political careers, justify funder objectives, or accomplish any ulterior outcome other than to build a robust regional economy that brings economic opportunity where the current one does not. The study was not written so that one or two programs could be funded and a critical need in the immigrant community could be met for some social or political need. Rather, it is focused on a regional economic transformation that includes economic growth, prosperity, and job creation across the entire region, as well as economic opportunity, job creation, tax base stabilization, retail services, crime reduction and neighborhood stabilization in Detroit and the region’s core cities. To these ends, the strategies cannot and should not be viewed as mere one-time fixes and tactics that resolve short-term problems, but as part of a larger vision to transform the region.
- *All efforts carry an underlying “Welcoming” theme*—The importance of “welcoming” to immigrants and the international community at a time in America’s historic transition into the global economy cannot be understated. Regardless of the strategy, activity, or process, all of Global Detroit must further the region’s experience and reputation as a “welcoming” place if it is to emerge as a leading region in the process of transforming itself into the new economy.

CONCLUSION

Metro Detroit is in crisis. If we don’t take action to speed our own entry into the new economy, we will never return Detroit to a region of prosperity. Nothing can make a more powerful contribution to Detroit’s rebirth than an affirmative immigrant-welcoming and global-connection building effort.

Pursuing a Global Detroit strategy addresses the region’s most significant challenges and can serve as the type of “game changer” and catalyst so severely needed. As noted by the New Economy Initiative, southeast Michigan has been slow to transition into the new economy. It must engage the “talent, innovation, and culture change” that will propel us through this historic economic restructuring.

Our region’s foreign born residents and their families stand out as a significant asset exactly because of the talent, innovation, and culture change they provide. They predominate the STEM fields, start the high-tech firms, invent the technologies and products, and bring the culture of entrepreneurialism that southeast Michigan desperately needs. Moreover, they inject energy into central city neighborhoods and older suburbs that can significantly help Detroit, whose struggles impact the entire region’s future. In this manner, they offer economic opportunity, jobs, retail services, and vibrancy to people and communities who have largely been left behind in the current economy.

A comprehensive Global Detroit strategy to attract and retain immigrants and their families and make the region more welcoming represents a true opportunity to provide the talent, innovation and culture change necessary for Detroit to reclaim its mantle – a mantle created by Henry Ford and other industrial pioneers and innovators—as the “Arsenal of Democracy” and the 20th Century’s industrial economic power. It is time for Detroit to reclaim its place among the world’s thriving, multi-national global cities.

Appendix 1

GLOBAL DETROIT INTERVIEWS

The Global Detroit study would not have been possible without the generosity of so many individuals who consented to meetings, phone calls, and emails in order to help shape the outcome. Specifically, the author would like to thank the following:

Advisory Board Members:

Sam	Singh	New Economy Initiative
Dave	Egner	Hudson-Webber/New Economy Initiative
Ed	Egnatios	Skillman Foundation
Greg	Handel	Detroit Regional Chamber of Commerce
Ed	Wolking	Detroit Regional Chamber of Commerce
Ahmad	Ezzedine	Wayne State University
Thom	Costello	Michigan Roundtable for Diversity and Inclusion
Fay	Beydoun	American Arab Chamber of Commerce
Errol	Service	African and Caribbean Chamber of Commerce
Mike	Nowlan	Clark Hill and American Immigration Lawyers Association (AILA)
Amy	Cell	Ann Arbor Spark
Peter	Schreck	Asian Pacific Chamber of Commerce
Charlie	Devries	Automation Alley
Michele	Barnard	Beaumont Hospital
John	Austin	Brookings Institution
Rainer	Kunau	Canadian Consulate
Martin	Manna	Chaldean Chamber of Commerce
Richard	Herman	Cleveland Attorney
Brittany	Affolter-Caine	Detroit Chamber – Intern in Michigan Director
Dee	Hunt	Detroit Medical Center
N. Charles	Anderson	Detroit Urban League
Martina	Guzman	Ethnic and Immigration Media
Miguel	Satut	Kellogg Foundation
Brenda	Price	Knight Foundation
Mark	Brucki	Lawrence Tech
Jim	Jacobs	Macomb County Community College
Lou	Glazer	Michigan Future
Beth	Ardisana	Michigan Hispanic Chamber of Commerce
Annan	Kumar	Michigan India
Mark	Gaffney	Michigan State AFL-CIO
Burney	Johnson	MSHDA
Karen	McAmmond	Miller Canfield
Shirley	Stancato	New Detroit
Rashida	Tlaib	State Representative
Nancy	Cappola	TechTown
Dan	Little	UM Dearborn

Detroit Interviews:

Nadia	Tonova	ACCESS
Stanley	Zhou	America Ally Automotive Products Corp.
Bill	Milliken, Jr.	Ann Arbor Spark
Jennifer	Owens	Ann Arbor Spark
Denise	Yee	Asian Pacific Chamber
Ron	Wong	Assoc. Chinese Americans
Noel	Nevshehir	Automation Alley
Danielle	DeLonge	Automation Alley
Carla	Schwartz	Beaumont Hospital
Norma	Coleman	City of Windsor
Ronna	Warsh	City of Windsor
Olga	Stella	Detroit Economic Growth Corp.
Dave	Blaszkiwicz	Detroit Investment Fund
Arthur	Horwitz	Detroit Jewish News
Heaster	Wheeler	Detroit NAACP
Marti	Welsh	Detroit Regional Chamber of Commerce
Blaire	Miller	Detroit Regional Economic Partnership
Hoon-Yung	Hopgood	Former State Representative
Gary	Mcray	Foster, Swift, Collins, and Smith
Fred	Hoffmann	Governor's Office
Kazi	Miah	Hamtramck City Council
Nurten	Ural	Honorary Consul General, Turkey
Ron	Wong	Lakefront Capital/New Detroit Immigration Task Force
Bob	Gillette	Legal Services of Southcentral Michigan
Bob	Tess	Macomb County
Kendra	Howard	Mayor Dave Bing, City of Detroit
Darchelle	Strickland-Love	Mayor Dave Bing, City of Detroit
Eddie	Francis	Mayor, City of Windsor
Paul	Brown	Michigan Economic Development Corp.
Ned	Staebler	Michigan Economic Development Corp.
Ron	Perry	Michigan Israel Business Bridge
Jim	Lynch	Michigan Regional Center, LLC
Soji	Adeleje	Michigan State University
Rick	Walawander	Miller Canfield
Ponsella	Hardaway	MOSES
Angelita	Espino	New Detroit Immigration Task Force
Dan	Cherrin	North Coast Strategies
Maureen	Krauss	Oakland County
Dave	Schreiber	Oakland County
Kathy	Wendler	Southwest Detroit Business Assoc.
Tim	Thorland	Southwest Housing
Karen	Kavanaugh	State of Michigan Office, Washington, D.C.
		State of Michigan, Dept. Energy, Employment, Labor, and Economic
		State of Michigan, Migrant, Immigrant and Seasonal Worker Services
		TIE Detroit
Belen	Ledezma	University of Michigan College of Engineering
Tel	Ganesan	University of Michigan Tech Transfer
Amy	Conger	University of Michigan, International Center
Wes	Huffstutter	Wayne County
Tracy	Schauff	Wayne County
Turkia	Mullin	Wayne County
Jano	Hanna	Wayne State University
Lyke	Thompson	Wayne State University
Robin	Boyle	Wayne State University
Hayg	Oshagan	Wayne State University
Bob	Hood	Willingham and Cote
Wendy	Stark	Windsor Essex Econ. Devt. Commission

Welcome Mat Interviews:

Sonia Harb	ACCESS - Employment and Human Services
Brigitte Fawaz-Anouti	ACCESS - Social Services
Elizabeth Ajayi	African Student Association
Radwan Khoury, Ph.D.	Arab-Chaldean Council
Shen Lin Chen	Association of Chinese Americans
Syed Hoque	Bangladeshi American Public Affairs Committee
Madan Kaura	Bharatiya Temple: SEVA Committee
Thomas Reed	Catholic Services of Macomb
Sonia Acosta	Centro Multicultural La Familia
Lin Zong	Chinese Association of Greater Detroit
Al Horn	Department Human Services-Refugee Program
Lisa Bica-Grodsky	FIERI Metro Detroit
Deborah Drennan	Freedom House
Maykao Lytongpao	Great Lakes Hmong Association, Inc
Blair Thomopson	Guyana Association of Metro Detroit
Mary Keane	Hebrew Free Loan Fund
Wojciech Zolnowski	International Institute of Metropolitan Detroit
Elaine Jenkins	Jamaican Association of MI
Norm Keane	Jewish Family Services
Blanca Almanza	LASED
Alicia Villareal	Latino Family Services
Wassim Mahfouz	Lebanese American Heritage Club
Mary Evonne Weeks; Pei Boayue	Liberian Association of Michigan
Belmin Pinjic	Lutheran Social Services of SE MI
Anjali Prasad	Michigan Asian Indian Family Services
Ray Lozano	Michigan Hispanic Chamber of Commerce
Susan Reed	Michigan Immigrant Rights Project
Tack-Young	Michigan Korean Weekly
Bernard Ike Onwuemelie	Nigerian Foundation of MI
Fred Porte	Philippine American Community Center of MI
Dr. Thaddeus Radzilowski	Piast Institute
Sebastien Szczepanski; Mary Ellen Tyszka	Polish American Congress
Catherine Asapokhai	Prezens
Al Housseyhoy	Senegalese Assoc. of MI
Joe Tasma	Thai American Association of Michigan
Dr. Salewa Ola	United African Community Organization
David Koelsch	University of Detroit Mercy Law School, Immigration Law Center
Dennis Nordmoe	Urban Neighborhood Initiatives
Rachel Settlege	Wayne State University Law School, Asylum and Immigration Law Clinic
Daifalla Asoufy	Yemeni American Association

National Research:

Audrey	Singer	Brookings Institution
Jonathan	Bowles	Center for an Urban Future
Joe	Sloboda	Exclusive Visas
David	Kallick	Fiscal Policy Institute
Rosemary	Smith	Kitchener and Waterloo Community Foundation
Jennifer	Hill	Miami Attorney
Dave	Lubell	Welcoming America
Ellen	Gallagher	Welcoming America

Cleveland Research:

BioEnterprise – Baiju Shah
Catholic Community Connection – Leonard Calabrese
Cleveland Foundation – Shilpa Kedar
Becky Gaylord, Cleveland Jewish Foundation
Cuyahoga County Commissioner Peter Lawson Jones
Expert Immigrant Support Center – Olga Sonis
Greater Cleveland Partnership – Daniel Berry, Carol Caruso
Jumpstart – Ray Leach, John Dearborn
Ken Kovach
Alex Machaskee
Neighborhood Solutions, Inc. – Mansfield Frazier
Ohio-Israel Chamber of Commerce – Alan Schonberg
The Plain Dealer – Joe Frolik
Tamar Corporation – Harry Weller
Team Neo – Tom Sudow

Philadelphia Research

Bangladeshi Community – Nina Ahmad, Ahsan Nasratullah
City Councilman James Kenney
Greater Northeast Philadelphia Chamber of Commerce – Al Taubenberger
Mayor's Office of Multicultural Affairs – Israel Colon
Philadelphia Industrial Development Corporation – Sam Rhoads
Welcoming Center for New Pennsylvanians – Isabelle Rambo, Anne O'Callahan
Welcoming Center West – Judy Johnson
WHYY Town Hall on Race and Immigration

Pittsburgh Research

Allegheny Conference on Community Development – Dewitt Peart
Claude Worthington Benedum Foundation – Pat Getty
Harold Miller
iGate Corporation – Sunil Wadhwani
Pittsburgh Technology Council – Audrey Russo
Pop City Media – Tracy Certo
University of Pittsburgh – Chris Briem
Welcome Center for Immigrants and Internationals – Andy Pugh

Appendix 2

WELCOME MAT FOR GLOBAL DETROIT

From its inception, the Global Detroit study was designed to create a Welcome Mat, or inventory, of services and resources available to immigrants in southeastern Michigan. Over 40 individual nonprofit immigration service provider organizations were contacted and interviewed. Each organization was interviewed in person from a pre-written 21-page survey which appears at the end of this Appendix. The interviews were conducted by Steve Tobocman, Melissa Garcia, Kate Brennan, Andrew Sokoly, and Joe Person and usually lasted between one and two hours.

The questions asked by the Global Detroit survey covered three primary categories:

1. Overview of the Organization – these questions asked the ethnicity or national origin of the organization's principal clients, the size and budget of the organization, the location of its operations, the size and qualifications of staff, the number of persons served annually, etc.;
2. Services Offered – these questions centered on the type and nature of the services provided by the organization, including English language classes, citizenship classes, immigration legal assistance, job training, social services, cultural assimilation services, youth activities, etc.; and
3. Aspirations for the Organization and Region – these questions asked the organization to identify organizational needs, needs within the immigrant community, as well as ideas for Global Detroit, including recommendations for a more robust regional Welcome Mat.

Effort was made to inventory existing programs and to develop a set of recommendations to improve the Welcome Mat network of services offered. Creating an exact inventory is complicated by the fact that many groups provide affirmative answers to the survey's questions about particular services for service activities that they provide advice or referral about. For example, 25 of the 41 organizations claimed to provide some form of immigration legal assistance, while less than five full-time nonprofit attorneys are employed between the groups and only 8 groups are accredited by the Bureau of Immigration Affairs to represent immigrants. The research team sought to weed through these answers to develop a truly accurate Welcome Mat. Preliminary results were emailed to survey participants so that accuracy could be verified.

The preliminary findings were unveiled in February 2010 at a public meeting with 30 attendees from over 20 organizations. All of the surveyed groups were invited, as was the Global Detroit Advisory Board. The survey findings included identifying specific challenges and recommendations that had been uncovered through the interview process. Participants at the public meetings were encouraged to comment on the recommendations, as well as to create new recommendations. Meeting participants prioritized the proposed recommendations by casting votes for the recommendations developed in the meeting.

Southeast Michigan has an extensive network of immigration service providers who offer a wealth of critical services. Information about these services, even within the network's organizations, is extremely fragmented. Like most nonprofit sectors in Michigan, the organizations collectively comprising the Welcome Mat are facing significant funding challenges, and a number of the organizations have been forced to make significant cuts to or end specific services.

GROUPS SURVEYED FOR GLOBAL DETROIT WELCOME MAT

Group	Website Address	Contact	City	Target Community
ACCESS - Employment and Human Services	www.accesscommunity.org	Sonia Harb	Dearborn	Arabic, but open to all.
ACCESS - Social Services	www.accesscommunity.org	Brigitte Fawaz-Anouti	Dearborn	Arabic, but open to all.
African Student Association	N/A	Elizabeth Ajayi	Detroit	African students.
Arab-Chaldean Council	www.myacc.org	Radwan Khoury, Ph.D.	Southfield	Middle Eastern population & others.
Association of Chinese Americans	www.acadetroit.org	Shen Lin Chen	Madison Heights; Detroit	Asian American, specifically Chinese Americans.
Bangladeshi American Public Affairs Committee	N/A	Syed Hoque	Detroit	Bangladeshi community.
Bharatiya Temple: SEVA Committee	www.bharatiya-temple.org	Madan Kaura	Rochester	South Asian Indians and extended community; open to everyone.
Catholic Services of Macomb	www.csmacomb.org	Thomas Reed	Clinton Township	Large Hispanic clientele.
Centro Multicultural La Familia	centromulticultural.org	Sonia Acosta	Pontiac	Spanish speakers.
Chinese Association of Greater Detroit	cagd.org	Lin Zong		Chinese community.
Department Human Services-Refugee Program	http://www.michigan.gov/dhs/	Al Horn	Lansing	Refugees from across the globe.
FIERI Metro Detroit	N/A	Lisa Bica-Grotsky	Pontiac	Italian Americans 18 -39 years of age.
Freedom House	freedomhousedetroit.org	Deborah Drennan	Detroit	Refugees and asylees.
Great Lakes Hmong Association, Inc	glhainc.org	Maykao Lytongpao	Auburn Hills	Hmong, mostly from Laos and Thailand.
Guyana Association of Metro Detroit	NO Web Site	Blair Thomopson	Novi	Guyanese & their supporters.
Hebrew Free Loan Fund	hfldetroit.org	Mary Keane	Bloomfield Hills	Jews.
International Institute of Metropolitan Detroit	www.iimd.org	Wojciech Zolnowski	Detroit	All immigrants.
Jamaican Association of MI	www.jaml.org	Elaine Jenkins	Detroit	Jamaicans/Caribbeans.
Jewish Community Center	www.jccdet.org/		West Bloomfield	
Jewish Family Services	www.jfsdetroit.org	Norm Keane	West Bloomfield	Open to all, but target Russian-speaking, refugees from the Former Soviet Union, Holocaust survivors, and Jewish community.
Jewish Vocational Services	www.jvsdet.org		Southfield	
LASED	N/A	Blanca Almanza	Detroit	Latinos.
Latino Family Services	www.latinofamilyservices.org	Alicia Villareal	Detroit	Hispanic community. Wayne County.
Lebanese American Heritage Club	www.lahc.org	Wassim Mahfouz	Dearborn	The Arab American Community.
Liberian Association of Michigan	http://liberians-in-michigan.org/	Mary Evonne Weeks; Pei Boayue	Detroit	Liberian-Americans.
Lutheran Social Services of SE MI	N/A	Belmin Pinjic	Detroit	All, but 95% Iraqi.
Michigan Asian Indian Family Services	maifs.org	Anjali Prasad	Livonia	South Sian, mostly Indian, Pakistani, Banladeshi, Sri Lankin.
Michigan Hispanic Chamber of Commerce	www.mhcc.org	Ray Lozano	Detroit	Hispanic businesses and entrepreneurs.
Michigan Immigrant Rights Project	http://mirp.mplp.org	Susan Reed	Bangor	All immigrants.
Michigan Korean Weekly	michigankoreans.com	Tack-Young	Ann Arbor	Southeast MI/Lansing Koreans, paper is in Korean.
Nigerian Foundation of MI	www.nigerianfoundation.com	Bernard Ike Onwuemelie	Detroit	Nigerian Immigrants & Americans w/in Nigerian Community.
Philippine American Community Center of Michigan	paccm.org	Fred Porte	Southfield	Philipinos.
Piast Institute	www.piastinstitute.org	Dr. Thaddeus Radzilowski	Hamtramck	Polish and Eastern European communities, as well as groups and persons based in Hamtramck.
Polish American Congress	www.pacmi.org	Sebastien Szczepanski; Mary Ellen Tysza	Hamtramck	Polish Americans and Polish.
Prezens	None	Catherine Asapokhai	Southfield	African immigrants & US citizens.
Senegalese Assoc. of MI	www.sadm.org	Al Housseyhoy	Canton	Senegalese.
Thai American Association of Michigan		Joe Tasma	Pontiac	Thai and Thai/American relationship.
United African Community Organization	N/A	Dr. Salewa Ola	Detroit	Africans.
University of Detroit Mercy Law School, Immigration Law Center		David Koelsch	Detroit	
Urban Neighborhood Initiatives	www.unidetroit.org	Dennis Nordmoe	Detroit	Primarily Hispanic.
Wayne State University Law School, Asylum and Immigration Law Clinic	N/A	Rachel Settlege	Detroit	
Yemeni American Association		Daifalla Asoufy		Arab-American and Middle Eastern community.

PRINCIPAL CLIENT GROUPS					
Target Community	Name	Overview	Contact Information	Staff	Top 3 Activities
AFRICAN:					
General	African Student Association	Create state-wide umbrella for African student organizations.	p. 313/247.4929 19911 Farer Detroit, MI 48235 asamichigan@yahoo.com No Web site	1 employee	- Swearing- in ceremonies - Voter registration - Cultural activities
General	United African Community Organization	To serve needs of African community in Detroit & serve as umbrella for all African organizations.	p. 313/272.0404 or 313/574.2607 15800 W. McNichols #108 Detroit, MI 48235 Dna44ola@aol.com	No paid staff	- Refugee/Asylum - Cultural Activities
Liberian	Liberian Association of Michigan	Provide charitable services to Liberians & other Nationals. Enhance educational, socio economic well being of its members & promote cultural heritage of Liberia. Acclimate Liberians to America& Americans to Liberia.	p. 313/397.1345 13300 Puritan Detroit, MI 48227 evonneeweks@yahoo.com vokpo@hotmail.com http://liberians-in-michigan.org/	No paid staff	- Cultural assimilation - Job training - business assistance
Nigerian	Nigerian Foundation of Michigan	To integrate Nigerian information into the greater community & to provide services to the community at large.	p. 313/832.4730 15800 W. McNichols Detroit, MI 48235 secretary@nigerianfoundation.com www.nigerianfoundation.com	No paid staff	- Healthcare services - Cultural Immersion - Youth programs - Passport & Visa renewal, job training
Nigerian	Prezens	Provide for needy in U.S. & Nigeria.	p. 313/971.5756 25062 Code Rd. Southfield, MI 48033 dservices1@yahoo.com No Web site	3 FTE, 3 PTE	- Legal residency - Assist w/ ITINS - Voter registration - ESL - GED
Senegalese	Senegalese Association of Michigan	Immigrant Advocacy.	p. 734/502.7007 P.O. Box 871046 Canton, MI 48187 alhouseseyhoy@sadm.org www.ssadm.org	No paid staff	- Cultural Assimilation services (grocery store, etc.) - Emergency Services (transportation, housing financial utilities, etc.)
ASIAN:					
Chinese	Association of Chinese Americans	Advance mission of promoting social, political & political & economic well-being of Asian Pacific Americans in U.S. Promote participation in civic & national matters, promote social justice & work to eliminate prejudice.	p. 313/831.1790 32585 Concord Dr. Madison Hts., MI 48071 420 Peterboro Detroit, MI 48201 acacenterdin@ameritach.net www.acadetrot.org	9 FTE	- Legal residency help - Citizenship classes - ESL - Job training
Chinese	Chinese Association of Greater Detroit	Promote Chinese community through regional activities.	p. 248/885.3316 (no address) lzong99@hotmail.com www.cagd.org	No paid staff	- Translation services - Transportation - Cultural events - Business assistance to promote SE Michigan to Chinese businesses - Seminars on how to start business
Hmong	Great Lakes Hmong Association, Inc.	Enrich Hmong culture, promote higher education, make community self sufficient.	p. 248/736.8695 P.O. Box 210781 Auburn Hills, MI 48321 Maykao1@hotmail.com www.glhainc.org	No paid staff	- Translation services - Cultural activities/events
Indian	Bangladeshi American Public Affairs Committee	Assist Bengali immigrants with assimilation. Involve community in mainstream politics.	p. 313/646.3134 12339 Gallagher Detroit, MI 48212 Syedhoque95@yahoo.com No Web site	No paid staff	- Refugee Asylum - Translation services - Driver's Licenses - Job assistance
Indian	Bharatiya Temple: SEVA Committee	Help temple members & nonmembers support families in need with confidential referrals basic health care referrals for uninsured, awareness sessions.	p. 248/879.2552 3680 Adams Rd. Rochester. MI 48098 admin@bharatiya-temple.org www.bharatiya-temple.org	No paid staff	- Voter registration - Foreign language classes - Translataion services - Healthcare programs - Cultural assimilation seminars
Indian	Michigan Asian Indian Family Services	Provide confidential, professional & free services & referrals, promote awareness of mental health, domestic violence & other issues through education & training.	p. 248/477.4985 32401 W. 8 Mile Livonia, MI 48152 info@maifs.org www.maifs.org	5 caseworkers (some are part time)	- VAWA Claims - Translation services - Emergency services

Appendix 2, continued

Target Community	Name	Overview	Contact Information	Staff	Top 3 Activities
Korean	Michigan Korean Weekly	Sending out information on Korea & local news to 40,000 Koreans in the community. Paper covers immigration issues.	p. 248/444.8844 P.O. Box 130521 Ann Arbor, MI 48113 mkweekly@gamil.com www.michigankoreans.com	2 FTE, 3 PTE	- Voter registration drive 2x yr. - Translation services - Tax Preparation
Philippine	Philippine American Community Center	Advance Philippino Culture.	p. 248/443.7037 17356 Northland Park Court Southfield, MI 48075 paccm@comcast.net www.paccm.org	No paid staff	- Voter registration - Translation services - Emergency services - Cultural Assimilation
Thaiwanes	Thai American Association of Michigan	Foster & strengthen Thai community.	p. 419/464.9757 441 W. Fairmont Avenue Pontiac, MI Thai2michigan@aol.com No Web site	No paid staff	- Refugee Asylum Assistance - Citizenship Classes - ESL - Job training
CARIBBEAN:					
Guyanese	Guyana Association of Metropolitan Detroit	Provide cultural & educational activity for Guyanese & their supporters in Metro Detroit & assist immigrants.	p. 586/506.3944 P.O. Box 901 Novi, MI 48377 blairsbiz@gmail.com No Web site	No paid staff	- Legal residency - Cultural events - Housing assistance as needed
Jamaican	Jamaican Association of Michigan Detroit, MI 48235	Bridge gap between U.S. & Jamaicans.	p. 313/720.5637 15310 W. McNichols - Scholarships ejenkinsp@yahoo.com www.jaml.org	No paid staff	- Legal residency assistance - Supplies for homeless - Cultural activities
EUROPEAN:					
Italian	FIERI Metro Detroit	Italian cultural & language organization for Italian Americans ages 18-39.	p. 248/217.0104 196 Cesar E. Chanz Pontiac, MI fierimama@aol.com No Web site	No staff	- Networking - Leadership development - Scholarships
Jewish	Hebrew Free Loan Fund	Provide interest-free loans to Jews in Michigan.	p. 248/723.8184 6735 Telegraph Rd. #300 Bloomfield Hills, MI 48301 keane@hflf.org www.hfldetroit.org	4 FTE	- Provide interest-free loans
Jewish (Russian)	Jewish Family Services	Helping immigrants & individuals cope, survive & thrive through human services.	p. 248/592.2300 6555 W. Maple Rd. W. Bloomfield, MI 48322 esaum@ifsdetroit.org www.jfsdetroit.org	102 FTE	- Refugee resettlement - Citizenship classes - Social services (mental health, continuing education, etc.)
Polish	Piast Institute	Offers community leadership for Polish community & Hamtramck.	p. 313/733.4535 11633 Joseph Campau Hamtramck, MI 48212 radzilowski@piastinstitute.org www.piastinstitute.org	14 FTE & PTE	- Translation Services - Assistance for Wayne County Medicaid eligibility for women & children
Polish	Polish American Congress	To support Polish American community at national & local level. Facilitate Polish awareness at various levels of government.	p. 313/721.3369 11333 Joseph Campau Hamtramck, MI 48212 polishtime@comcast.net www.pacmi.org	1 PTE	- Legal residence assistance - Citizenship classes - ESL - Cultural Events
HISPANIC:					
	Centro Multicultural La Familia	Provide culturally competent support social services.	p. 248/858.7800 35 W. Huron #500 Pontiac, MI 48342 sacosta@centromulticultural.org www.centromulticultural.org	11 FTE	- ESL - Translation Services - Domestic violence counseling - Job assistance - Cultural assimilation - Job training
	LASED	Enhance social & economic development of Latinos & residents of SW Detroit.	p. 313/554.2025 4138 W. Vernor Detroit, MI 48209 blancaalmanza@yahoo.com No Web site	13 FTE	- Citizenship classes - ESL - Translation services

Appendix 2, continued

ENGLISH AS A SECOND LANGUAGE				
Name	Address	Phone	Email	Website
ACCESS Employment/ Human Services	6451 Schaefer Rd. Dearborn, Michigan 48126		sharb@accesscommunity.org	www.accesscommunity.org
ACCESS Social Services	2651 Saulino Ct. Dearborn, MI 48120		benouti@accesscommunity.org	www.accesscommunity.org
Arab American/Chaldean Council	28551 Southfield Rd. #201 Southfield, Michigan 48076	248.559.1990	radwank@myacc.org	www.myacc.org
Association of Chinese Americans	32585 Concord Rd. Madison Hts., Michigan 48071 420 Peterboro Detroit, MI 48201	313.842.1790	acacenterdin@ameritech.net	www.acadetrait.org
Catholic Services of Macomb	15945 Canal Rd. Clinton Township, Michigan 48038	586.416.2300	t.redd@csmacomb.org	www.csmacomb.org
Centro Muticultural La Familia	35 W. Huron #500 Pontiac, Michigan 48342	248.858.7800	sacosta@centromulticultural.org	www.centromulticultural.org
Freedom House	2630 W. Lafayette Detroit, Michigan 48216	313.964.4320	ddrennan@freedomhouse.org	www.freedomhousedetroit.org
International Institute of Metropolitan Detroit	111 E. Kirby Detroit, Michigan 48202	313.871.8600	Wojciech517@yahoo.com	www.iimd.org
Jewish Family Services	6555 W. Maple Rd. West Bloomfield, MI 48322	248.592.2300	esaum@ifsdetroit.org	www.jfsdetroit.org
LASED	4138 W. Vernor Detroit, Michigan 48209	313.554.2025	blancaalmanza@yahoo.com	No Web site
Latino Family Services	3815 W. Fort St. Detroit, Michigan 48216	313.841.7380	alihinojosa@aol.com	www.latinofamilyservices.org
Lutheran Social Services of Michigan (LSSM)	8131 E. Jefferson Detroit, Michigan 48214	313.823.7700 248.423.2790	bpin@lssm.org	www.lssm.org
Polish American Congress	11333 Joseph Campau Hamtramck, Michigan 48212	313.721.3369	polishtime@comcast.net	www.pacmi.org
Prezens	25062 Code Rd. Southfield, Michigan 4033	313.971.5756	Dservices1@yahoo.com	No Web site
Schoolcraft College	18600 Haggerty Road Livonia, MI 48152-2696	734.462.4426	registration@schoolcraft.edu	http://www.schoolcraft.cc.mi.us/
Thai American Association of Michigan	441 W. Fairmont Avenue Pontiac, Michigan	419.464.9757	Thai2michigan@aol.com	No Web site
Urban Neighborhood Initiatives	8300 Longworth Detroit, Michigan 48209	313.841.4447	dnordmoe@unidetrait.org	www.unidetrait.org

CULTURAL ASSIMILATION

Name	Contact	Location	Citizenship Classes	ESL	Translation Services	Transport- ation	Drivers License	Education Credential Validations	Assistance with: Individual Taxpayer Identification Numbers
ACCESS- Social Services	Brigitte Fawaz- Anouti	2651 Saulino Court Dearborn, MI 48120 banouti@accesscommunity.org	Yes	Yes	Yes	Yes	Yes	No	No
Arab-Chaldean Council	Radwan Khoury 248.559.1990	28551 Southfield Rd. #204 Southfield radwank@myacc.org www.myacc.org	Yes	Yes	Yes	Yes	Yes	No	Yes
Association of Chinese Americans	Shen Lin Chen 313.831.1790	32585 Concord Dr. Madison Heights, MI 48071 420 Peterboro Detroit, MI 48201 acacenter@ameritech.net	Yes	Yes	Yes	Yes	Yes	No	No
Bangladeshi American Public Affairs Committee	Syed Hoque 313.646.3134	12339 Gallagher Detroit, MI 48212 syedhoque95@yahoo.com	Yes	Yes	Yes	No	Yes	No	No
Bharatiya Temple: SEVA Committee	Madan Kaura 248.879.2552	3680 Adams Road Rochester, MI 48098 admin@bharatiya-temple.org www.bharatiya-temple.org	No	No	Yes	Yes	No	No	No
Chinese Association of Greater Detroit	Lin Zong 248.885.3316	www.Cagd.org Lzong99@hotmail.com	Yes	No	Yes	Yes	Yes	No	No
Department of Human Services, Refugee Program	Al Horn 517.241.7819	535 Grand Ave., Suite 501 Lansing, MI 48909 horna@michigan.gov	Yes	Yes	Yes	Yes	No	Yes	Yes
Freedom House	Deborah Drennan 313.964.4320	2630 W. Lafayette Detroit, MI 48216-2019 ddrennan@freedomhouse.org freedomhousedetroit.org	No	Yes	Yes	Yes	Yes	No	No
Guyana Association of Metro Detroit	Blair Thomopson 586.506.3944	P.O. Box 901 Novi, MI 48377 blairsbiz@gmail.com	No	No	No	No	No	No	No
International Institute of Metropolitan Detroit	Wojciech Zolnowski 313.871.8600	111 East Kirby Detroit, MI 48202 Wojciech517@yahoo.com www.iimd.org	Yes	Yes	Yes	No	No	No	No
LASED	Blanca Almanza 313.554.2025	4138 W. Vernor Detroit, MI 48209 blancaalmanza@yahoo.com	Yes	Yes	Yes	Yes	Yes	No	Yes
Lebanese American Heritage Club	Wassim Mahfouz 313.846.8480	4335 Maple Street Dearborn, MI 48126-3535 wmahfouz@lahc.org www.lahc.org	No	No	No	No	No	No	No
Liberian Association of Michigan	Mary Evonne Weeks 313.397.1345	13300 Puritan Detroit, MI 48227 evonneweeks@yahoo.com http://liberians-in-michigan.org	No	No	No	Yes	Yes	No	No
Lutheran Social Services of SE MI	Belmin Pinjic 313.823.7700	8131 E. Jefferson Detroit, MI 48214 bpin@lssm.org lssm.org	No	Yes	Yes	Yes	Yes	No	No
Michigan Korean Weekly	Tack-Young 248.444.8844	P.O. Box 130521 Ann Arbor, MI 48113 mkweekly@gmail.com michigankoreans.com	Yes	No	Yes	No	Yes	No	No
Nigerian Foundation of Michigan	Bernard Ike Onwuemelie 313.832.4730	15800 W. McNichols #210 Detroit, MI 48235 secretary@nigerianfoundatino.com www.nigerianfoundation.com	No	No	Yes	Yes	No	Yes	Yes

Appendix 2, continued

Name	Contact	Location	Citizenship Classes	ESL	Translation Services	Transport- ation	Drivers License	Education Credential Validations	Assistance with: Individual Taxpayer Identification Numbers
Philippine American Community Center of MI	Fred Porte 248.443.7037	17356 Northland Park Court Southfield, MI 48075 paccm@comcast.net paccm.org	No	No	Yes	Yes	Yes	No	No
Polish American Congress	Sebastien Szczepanski 313.721.3369	11333 Joseph Campau Hamtramck, MI 48212-3038 polishtimes@comcast.net www.pacmi.org	Yes	Yes	Yes	Yes	No	No	No
Prezens	Catherine Asapokhai 313.971.5756	25062 Code Road Southfield, MI 48033 Dservices1@yahoo.com	No	Yes	Yes	Yes	Yes	No	Yes
Senegalese Assoc. of Michigan	Al Housseyhoy 734.502.7007	P.O. Box 871046 Canton, MI 48187 alhousseyhoy@sadm.org www.sadm.org	Yes	No	Yes	Yes	No	No	No
Thai American Association of Michigan	Joe Tasma 419.464.9757	441 West Fairmont Ave. Pontiac, MI Thai2michigan@aol.com	Yes	Yes	Yes	Yes	Yes	No	No
Yemeni American Association	Daifalla Asoufy 313.841.4200	10415 Dix Avenue Dearborn, MI Daifall_a@aol.com	Yes	No	Yes	Yes	No	No	No

CITIZENSHIP CLASSES, SWEARING IN CEREMONIES, VOTER REGISTRATION					
Name	Contact	Address, Email, Website	Citizenship Classes	Swearing in	Voter Registration
ACCESS - Social Services	Brigitte Fawaz-Anouti	2651 Saulino Court, Dearborn banouti@accesscommunity.org www.accesscommunity.org	Yes	Yes	Yes
Arab-Chaldean Council	Radwan Khoury 248.559.1990	28551 Southfield Rd. #204, Southfield radwank@myacc.org www.myacc.org	Yes	Yes	Yes
Association of Chinese Americans	Shen Lin Chen 313.831.1790	32585 Concord Dr., Madison Heights acacenterdir@ameritech.net www.acadetroit.org	Yes	No	Yes
Catholic Services of Macomb	Thomas Reed 586-416-2300	15945 Canal Road, Clinton Township t.reed@csmacomb.org www.csmacomb.org	Yes	No	Yes
Chinese Association of Greater Detroit	Lin Zong 248.885.3316	lzong99@hotmail.com cagd.org	Yes	Yes	No
Department of Human Services-Refugee Program	Al Horn 517.241.7819	535 Grand Avenue, Suite 501, Lansing horna@michigan.gov http://www.michigan.gov/dhs/	Yes	No	No
International Institute of Metropolitan Detroit	Wojciech Zolnowski 313.871.8600	111 East Kirby, Detroit wojciech517@yahoo.com www.iimd.org	Yes	Yes	No
Jewish Family Services	Norm Keane 248.592.2300	6555 W. Maple Road, West Bloomfield esaum@jfsdetroit.org www.jfsdetroit.org	Yes	No	No
LASED	Blanca Almanza 313.554.2025	4138 W. Vernor blancaalmanza@yahoo.com	Yes	Yes	Yes
MI Korean Weekly	Tack- Young 248.444.8844	P.O. Box 130521, Ann Arbor mkweekly@gmail.com michigankoreans.com	Yes	Yes	Yes
Polish American Congress	Sebastien Szczepanski 313.721.3369	11333 Joseph Campau, Hamtramck polishtimes@comcast.net; metyszka@sbeglobal.net www.pacmi.org	Yes	Yes	No
Senegalese Association of Michigan	Al Housseyhoy 734.502.7007	P.O. Box 871046, Canton alhousseyhoy@sadm.org www.sadm.org	Yes	No	Yes
Thai American Association of Michigan	Joe Tasma 419.464.9757	441 W Fairmont Ave., Pontiac thai2michigan@aol.com	Yes	No	Yes
Yemeni American Association	Daifalla Asoufy 313.841.4200	10415 Dix Avenue daifall_a@aol.com	Yes	No	Yes
African Student Association	Elizabeth Ajayi 313.247.4929	19911 Farer, Detroit asamichigan@yahoo.com	No	Yes	Yes
Bharatiya Temple: Seva Committee	Madan Kaura 248.879.2552	3680 Adams, Rochester admin@bharatiya-temple.org www.bharatiya-temple.org	No	No	Yes
Latino Family Services	Alicia Villareal 313.841.7380	3815 West Fort St., Detroit Alihinojosa@aol.com www.latinofamilyservices.org	No	No	Yes
Phillippine American Community Center of MI	Fred Porte 248.443.7037	17356 Northland Part Court, Southfield paccm@comcast.net paccm.org	No	No	Yes
Prezens	Catherine Asapokhai 313.971.5756	25062 Code Rd., Southfield dservices1@yahoo.com	No	No	Yes
University of Detroit Mercy Law School - Immigration Law Center	David Koelsch 313.871.5600	111 East Kirby, Detroit koelscdc@udmercy.edu	No	Yes	No

LEGAL ASSISTANCE

Name	Contact	Location	# of Lawyers On staff	BIA Accredited	Fees for Legal Services	Violence Against Women Act Claims	Counseling & Domestic Violence Services
ACCESS - Social Services	Brigitte Fawaz-Anouti	2651 Saulino Court Dearborn, MI 48120 banouti@accesscommunity.rorg	1	Yes	Yes	No	Yes
Arab-Chaldean Council	Radwan Khoury 248.559.1990	28551 Southfield Rd. #204 Southfield radwank@myacc.org www.myacc.org	No	Yes	No	No	Yes
Association of Chinese Americans	Shen Lin Che 313.831.1790	32585 Concord Drive Madison Heights, MI 48071 420 Peterboro Detroit, MI 48201 acacenter@ameritech.net	No	No	No	No	Yes
Guyana Association of Metro Detroit	Blair Thomopson 586.506.3944	P.O. Box 901 Novi, MI 48377 blairsbiz@gmail.com	No	No	No	No	No
International Institute of Metropolitan Detroit	Wojciech Zolnowski 313.871.86002	111 East Kirby Detroit, MI 4820 Wojciech517@yahoo.com www.iimd.org	2 full time, 1 paralegal	Yes	Minimal fee on sliding scale	Yes	No
Jamaican Association of Michigan	Elaine Jenkins 313.720.5637	15310 W. McNichols Road Detroit, MI 48235 ejenkinsp@yahoo.com www.jaml.org	No	No	No	No	No
Jewish Family Services	Norm Keane 248.592.2300	6555 West Maple Road West Bloomfield, MI 48322 esaum@jfsdetroit.org www.jfsdetroit.org	No	Yes	Yes	No	Yes
Michigan Asian Indian Family Services	Anjali Prasad 248.477.4985	32401 West 8 Mile Livonia, MI 48152 info@maifs.org	No	No	No	Yes	Yes
Michigan Immigrant Rights Project	Susan Reed 269.427.1622 (ext) 235	P.O. Box 219 Bangor, MI 49013 susanree@umich.edu http://mirp.mplp.org	1	No	No	Yes	Yes
Nigerian Foundation of Michigan	Bernard Ike Onwuemeli 313.832.4730	15800 W. McNichols #210 Detroit, MI 48235 secretary@nigerianfoundatino.com www.nigerianfoundation.com	No	No	No	No	Yes
Piast Institute	Dr. Thaddeus Radzilowski 313.733.4535	radzilowski@piastinstitute.org www.piastinstitute.org	No	Yes,	Fees range	No	No
Polish American Congress	Sebastien Szczepanski 313.721.3369	11333 Joseph Campau Hamtramck, MI 48212-3038 polishtimes@comcast.net www.pacmi.org	1	Yes	No	No	Yes
Prezens (Nigerian)	Catherine Asapokhai 313.971.5756	25062 Code Road Southfield, MI 48033 Dservices1@yahoo.com	No	No	No	No	Yes
Senegalese Assoc. of Michigan	Al Housseyhoy 734.502.7007	P.O. Box 871046 Canton, MI 48187 alhousseyhoy@sadm.org www.sadm.org	No	No	No	No	No
University of Detroit Mercy Law School, Immigration Law Center	David Koelsch 313.871.5600	111 East Kirby Detroit, MI 48202 koelscdc@udmercy.edu	1-2	Yes	None	Yes	No

BUSINESS ASSISTANCE STATUS				
Name	Contact	Location	Business Assistance	Type of Assistance
Chinese Association of Greater Detroit	Lin Zong 248.885.3316	www.Cagd.org Lzong99@hotmail.com	Yes	Facilitate Chinese Businesses in the Region.
Liberian Association of Michigan	Mary Evonne Weeks 313.397.1345	13300 Puritan Detroit, MI 48227 evonneweks@yahoo.com http://liberians-in-michigan.org	Yes	Tax work, consultation, office support.
Michigan Hispanic Chamber of Commerce	Ray Lozano 313.962.8600	2835 Bagley, 2nd Floor, Suite 600 Detroit, MI 48216 rlozano@mhcc.org www.mhcc.org	Yes	Referrals and networking.
Nigerian Foundation of Michigan	Bernard Ike Onwuemeli 313.832.4730	15800 W. McNichols #210 Detroit, MI 48235 secretary@nigerianfoundatino.com www.nigerianfoundation.com	Yes	Provide Grant writing Classes through Gleaners.
Prezens	Catherine Asapokhai 313.971.5756	25062 Code Road Southfield, MI 48033 Dservices1@yahoo.com	Yes	Provide Information on home-based businesses.
Thai American Association of Michigan	Joe Tasma 419.464.9757	441 West Fairmont Ave. Pontiac, MI Thai2michigan@aol.com	Yes	Referrals & Consultation.

EMPLOYMENT CHART					
Name	Contact	Job Assistance	Job Placement	Job Training	Credentialing
ACCESS Human Services	6451 Schaefer Rd. Dearborn, Michigan 48126 sharb@accesscommunity.org www.accesscommunity.org	Yes	No	Yes	No
ACCESS Social Services	2651 Saulino Ct. Dearborn, MI 48120 benouti@accesscommunity.org www.accesscommunity.org	Yes	No	Yes	No
Arab American/Chaldean Council	28551 Southfield Rd. #201 Southfield, Michigan 48076 p. 248/559.1990 radwank@myacc.org www.myacc.org	Yes	No	Yes	No
Association of Chinese Americans	32585 Concord Rd. Madison Hts., Michigan 48071 420 Peterboro Detroit, MI 48201 p. 313/842.1790 acacenterdin@ameritech.net www.acadetroit.org	Yes	No	Yes	No
Catholic Services of Macomb	15945 Canal Rd. Clinton Township, Michigan 48038 p. 586/416.2300 t.redd@csmacomb.org www.csmacomb.org	Yes	Yes	Yes	No
Centro Multicultural La Familia	35 W. Huron #500 Pontiac, Michigan 48342 p. 248/858.7800 sacosta@centromulticultural.org www.centromulticultural.org	Yes	No	Yes	No
Department of Human Services – Refugee Program	535 Grand Avenue, Suite 501 Lansing, Michigan 48909 p. 517/241.7819 horna@michigan.gov www.michigan.gov	Yes	No	Yes	Yes
Freedom House	2630 W. Lafayette Detroit, Michigan 48216 p. 313/964.4320 ddrennan@freedomhouse.org www.freedomhousedetroit.org	Yes	No	Yes	No
Jewish Family Services	6555 W. Maple Rd. West Bloomfield, MI 48322 p. 248/592.2300 esaum@jfsdetroit.org www.jfsdetroit.org	Yes	No	Yes	No
Liberian Association of Michigan	13300 Puritan Detroit, Michigan 48227 313/397.1345 evonneeweeks@yahoo.com, yokpo@hotmail.com http://liberians-in-michigan.org/	Yes	No	Yes	No
Lutheran Social Services of Michigan (LSSM)	8131 E. Jefferson Detroit, Michigan 48214 p. 313/823.7700 & 248/423.2790 bpin@lssm.org www.lssm.org	Yes	No	Yes	No
Michigan Hispanic Chamber of Commerce	2835 Bagley 2nd Floor, Suite 6700 Detroit, MI 48216 313/962.8600 rlocano@mhcc.org www.mhcc.org	Yes	No	Yes	No
Nigerian Foundation of Michigan	15800 W. McNichols Detroit, Michigan 48235 p. 313/832.4730 secretary@nigerianfoundation.com www.nigerianfoundation.com	Yes	No	Yes	Yes

Appendix 2, continued

Name	Contact	Job Assistance	Job Placement	Job Training	Credentialing
Prezens	25062 Code Rd. Southfield, Michigan 48033 p. 313/971.5756 dservices1@yahoo.com No Web site	Yes	No	Yes	No
Thai American Association of Michigan	441 W. Fairmont Avenue Pontiac, Michigan p. 419/464.9757 thai2michigan@aol.com No Web site	Yes	No	Yes	No
Urban Neighborhood Initiatives	8300 Longworth Detroit, Michigan 48209 dnordmoe@unidetrot.org www.unidetrot.org	Yes	No	Yes	No
Yemeni American Association	10415 Dix Avenue Detroit, Michigan Daifall_a@aol.com No Web site p. 313/841.4200	Yes	No	No	No

Appendix 2, continued

POVERTY AND EMERGENCY SERVICES

(Note: County denotes office location, provided services area can vary)

Name	County	Contact	Address, Email, Website	Food Asst.	Utility	Transp.	Housing	Health Care
Department Human Services-Refugee Program	State wide	Al Horn 517.241.7819	535 Grand Avenue, Suite 50 Lansing horna@michigan.gov www.michigan.gov/dhs/	Yes	Yes	Yes, housing search, tenant advocacy, help subsidize people	Yes, tenant advocacy for clients	Yes, Health screenings, health consultations
Catholic Services of Macomb	Macomb	Thomas Reed 586.416.2300	15945 Canal Road Clinton Township t.reed@csmacomb.org www.csmacomb.org	Yes	Yes	Yes, Van service for seniors	Yes, Liaison between landlord and tenant	No
Arab-Chaldean Council	Oakland / Wayne	Radwan Khoury, Ph.D. 248 559 1990	28551 Southfield Rd. #204 Southfield radwank@myacc.org www.myacc.org	Yes	(advocate)	Yes, minimal	No	Yes, various
Association of Chinese Americans	Oakland / Wayne	Shen Lin Chen 313.831.1790	32585 Concord Dr. Madison Heights 420 Peterboro, Detroit acacenterdir@ameritech.net www.acadetroit.org	Yes	Yes	Yes, as needed, coordinate with bus system	Yes, assist with housing applications and prospective housing	Yes, health prevention seminars
Lutheran Social Services of SE MI	Oakland / Wayne	Belmin Pinjic 313.823.7700, 248.423.2790	8131 E. Jefferson Detroit bpin@lssm.org	Yes	Yes	Yes, as needed	Yes, senior, low income, resettlement, tenant advocacy	No
Michigan Asian Indian Family Services	Oakland / Wayne	Anjali Prasad 248.477.4985	32401 West 8 Mile Livonia info@maifs.org maifs.org	Yes	Yes	Yes, case by case	Yes, temp for abuse victims 2-3 months	No
Bharatiya Temple: SEVA Committee	Oakland	Madan Kaura 248.879.2552	3680 Adams Road Rochester admin@bharatiya-temple.org www.bharatiya-temple.org	No	No	Yes	No	Yes, various Health programs
Centro Multicultural La Familia	Oakland	Sonia Acosta 248.858.7800	35 West Huron, Suite 500 Pontiac sacosta@centromulticultural.org centromulticultural.org	Yes	No	Yes, limited from St. Joe's to office	No	Yes, mental health and substance abuse counseling, STD prevention, various others
Chinese Association of Greater Detroit	Oakland	Lin Zong 248.885.3316	lzung99@hotmail.com Cagd.org	No	No	Yes, whatever comes up	No	Yes, Mental health
Guyana Association of Metro Detroit	Oakland	Blair Thomopson 586.506.3944	P.O. Box 901 Novi blairsbiz@gmail.com	No	No	No	Yes, as needed	
Jewish Family Services	Oakland	Norm Keane 248.592.2300	6555 West Maple Road West Bloomfield esaum@jfsdetroit.org www.jfsdetroit.org	Yes	Yes	Yes, 12 cars, 10 drivers, 30K rides a year	No	Yes
Philippine American Community Center of MI	Oakland	Fred Porte 248.443.7037	17356 Northland Park Court Southfield paccm@comcast.net paccm.org	Yes	Yes	Yes, as needed	No	No
Prezens	Oakland	Catherine Asapokhai 313 971 5756	25062 Code Rd. Southfield dservices1@yahoo.com	Yes	Yes	Yes, as needed	Yes, take people into their homes	Yes
Thai American Association of Michigan	Oakland	Joe Tasma 419.464.9757	441 W Fairmont Ave. Pontiac thai2michigan@aol.com	No	No	Yes, to and from airport/ hospital	Yes, match up neigh. with needs of immigrants	Yes, host clinics

Appendix 2, continued

Name	County	Contact	Address, Email, Website	Food Asst.	Utility	Transp.	Housing	Health Care
Michigan Korean Weekly	Washtenaw	Tack-Young 248.444.8844	P.O. Box 130521 Ann Arbor mkweekly@gmail.com michigankoreans.com	Yes	Yes	No	Yes, Ads in paper	No
ACCESS - Employment and Human Services	Wayne	Sonia Harb	6451 Schaefer Road Dearborn sharb@accesscommunity.org www.accesscommunity.org	No	No	Yes, one van to help with auto purchase and repair	No	No
ACCESS - Social Services	Wayne	Brigitte Fawaz- Anouti	2651 Saulino Court Dearborn banouti@accesscommunity.org	Yes	Yes	Yes	No	Yes
Bangladeshi American Public Affairs Committee	Wayne	Syed Hoque 313.646.3134	4138 W. Vernor Detroit blancaalmanza@yahoo.com	Yes	Yes	Yes, referrals	No	No
Freedom House	Wayne	Deborah Drennan 313.964.4320	2630 W. Lafayette Detroit ddrennan@freedomhouse.org freedomhousedetroit.org	Yes	Yes	Yes, van with 1 driver, bus passes	Yes, on-site and placement, and ownership counseling	Yes, medical care referrals
Jamaican Association of MI	Wayne	Elaine Jenkins 313.720.5637	15310 W. McNichols Detroit ejenkinsp@yahoo.com www.jaml.org	No	No	Yes, as needed	No	No
LASED	Wayne	Blanca Almanza 313.554.2025	4138 W. Vernor Detroit blancaalmanza@yahoo.com	Yes	Yes	Yes, 3 full time drivers	Yes, senior and low income	No
Latino Family Services	Wayne	Alicia Villareal 313.841.7380	3815 West Fort Street Detroit alihinojosa@aol.com www.latinofamilyservices.org	Yes	Yes	Yes, to and from agency	No	No
Liberian Association of Michigan	Wayne	Mary Evonne Weeks; Pei Boayue 313.397.1345	13300 Puritan Detroit evonneweeks@yahoo.com; yokpo@hotmail.com evonneweeks@yahoo.com; yokpo@hotmail.com	Yes	Yes	Yes, informal, rides on infrequent basis	Yes, limited, informal as needed	No
Nigerian Foundation of MI	Wayne	Bernard Ike Onwuemelie	15800 W. McNichols #210 Detroit secretary@nigerianfoundation.com www.nigerianfoundation.com	Yes	Yes	Yes, as needed	No	Yes
Piast Institue	Wayne	Dr. Thaddeus Radzilowski 313.733.4535	11633 Joseph Campau Hamtramck radzilowski@piastinstitute.org www.piastinstitute.org	No	Yes	Yes	No	Yes
Polish American Congress	Wayne	Sebastien Szczepanski; Mary Ellen Tyszka 313.721.3369	11333 Joseph Campau Hamtramck polishtimes@comcast.net; metyszka@sbeglobal.net www.pacmi.org	No	Yes	Yes, limited, as needed	No	Yes, health screenings
Senegalese Assoc. of MI	Wayne	Al Housseyhoy	P.O. Box 871046 Canton alhousseyhoy@sadm.org www.sadm.org	Yes	Yes	Yes, as needed	Yes, as needed	No
Urban Neighborhood Initiatives	Wayne	Dennis Nordmoe 313.841.4447	8300 Longworth Detroit dnordmoe@unidetrot.org www.unidetrot.org	No	No	Yes, bus tickets	No	No

Appendix 2, continued

TRANSLATION SERVICES				
Name	Contact	Location	Translation Services	Types of Translation Services
ACCESS- Social Services	Brigitte Fawaz-Anouti	2651 Saulino Court Dearborn, MI 48120 banouti@accesscommunity.org	Arabic	Documents
Arab-Chaldean Council	Radwan Khoury 248.559.1990	28551 Southfield Rd. #204 Southfield radwank@myacc.org www.myacc.org	Arabic	Documents
Association of Chinese Americans	Shen Lin Chen 313.831.1790	32585 Concord Drive Madison Heights, MI 48071 420 Peterboro Detroit, MI 48201 acacenter@ameritech.net	Mandarin	Documents
Bangladeshi American Public Affairs Committee	Syed Hoque 313.646.3134	12339 Gallagher Detroit, MI 48212 syedhoque95@yahoo.com	Bengali	Documents
Bharatiya Temple: SEVA Committee	Madan Kaura 248.879.2552	3680 Adams Road Rochester, MI 48098 admin@bharatiya-temple.org www.bharatiya-temple.org		Documents
Catholic Services of Macomb	Thomas Reed 586.416.2300	15945 Canal Road t.reed@csmacomb.org www.csmacomb.org	Spanish	Documents
Chinese Association of Greater Detroit	Lin Zong 248.885.3316	www.Cagd.org Lzong99@hotmail.com		Documents
Department of Human Services, Refugee Program	Al Horn 517.241.7819	535 Grand Ave., Suite 501 Lansing, MI 48909 horna@michigan.gov		Documents
Freedom House	Deborah Drennan 313.964.4320	2630 W. Lafayette Detroit, MI 48216-2019 ddrennan@freedomhouse.org freedomhousedetroit.org		
Great Lakes Hmong Association, Inc	Maykao Lytongpao 248.736.8695	P.O. Box 210781 Auburn Hills, MI 48321 maykaol@hotmail.com www.glhainc.org	Hmong	Documents
International Institute of Metropolitan Detroit	Wojciech Zolnowski 313.871.8600	111 East Kirby Detroit, MI 48202 Wojciech517@yahoo.com www.iimd.org	Multiple	Documents
Jewish Family Services	Norm Keane 248.592.2300	6555 West Maple Road West Bloomfield, MI 48322 esaum@jfsdetroit.org www.jfsdetroit.org	Russian	Documents
LASED	Blanca Almanza 313.554.2025	4138 W. Vernor Detroit, MI 48209 blancaalmanza@yahoo.com	Spanish	Documents
Latino Family Services	Alicia Villareal 313.841.7380	3815 West Fort Street Detroit, MI 48216 alihinojosa@aol.com www.latinofamilyservices.org	Spanish	Documents
Lutheran Social Services of SE MI	Belmin Pinjic 313.823.7700	8131 E. Jefferson Detroit, MI 48214 bpin@lssm.org lssm.org	Arabic	Documents
Michigan Asian Indian Family Services	Anjali Prasad 248.477.4985	32401 West 8 Mile Livonia, MI 48152 info@maifs.org		Interpreter for Court, Legal System.
Michigan Korean Weekly	Tack-Young 248.444.8844	P.O. Box 130521 Ann Arbor, MI 48113 mkweekly@gmail.com michigankoreans.com	Korean	Documents

Appendix 2, continued

Name	Contact	Location	Translation Services	Types of Translation Services
Nigerian Foundation of Michigan	Bernard Ike Onwuemeli 313.832.4730	15800 W. McNichols #210 Detroit, MI 48235 secretary@nigerianfoundatino.com www.nigerianfoundation.com		Documents
Philippine American Community Center of MI	Fred Porte 248.443.7037	17356 Northland Park Court Southfield, MI 48075 paccm@comcast.net paccm.org		Documents
Piast Institute	Dr. Thaddeus Radzilowski 313.733.4535	radzilowski@piastinstitute.org www.piastinstitute.org	Polish	Documents
Polish American Congress	Sebastien Szczepanski 313.721.3369	11333 Joseph Campau Hamtramck, MI 48212-3038 polishtimes@comcast.net www.pacmi.org	Polish	Documents
Prezens	Catherine Asapokhai 313.971.5756	25062 Code Road Southfield, MI 48033 Dservices1@yahoo.com	Nigerian	Documents
Senegalese Assoc. of Michigan	Al Housseyhoy 734.502.7007	P.O. Box 871046 Canton, MI 48187 alhoussyhoy@sadm.org www.sadm.org		Documents
Thai American Association of Michigan	Joe Tasma 419.464.9757	441 West Fairmont Ave. Pontiac, MI Thai2michigan@aol.com	Thai	Documents
Yemeni American Association	Daifalla Asoufy 313.841.4200	10415 Dix Avenue Dearborn, MI Daifall_a@aol.com	Arabic	Documents

Appendix 2, continued

DRIVER'S LICENSE ASSISTANCE				
Name	Address	Phone	E-mail	Website
ACCESS - Human Services	6451 Schaefer Rd. Dearborn, Michigan 48126		sharb@accesscommunity.org	www.accesscommunity.org
ACCESS - Social Services	2651 Saulino Ct. Dearborn, MI 48120		benouti@accesscommunity.org	www.accesscommunity.org
Arab American/Chaldean Council	28551 Southfield Rd. #201 Southfield, Michigan 48076	248.559.1990	radwank@myacc.org	www.myacc.org
Association of Chinese Americans	32585 Concord Rd. Madison Hts., Michigan 48071 420 Peterboro Detroit, MI 48201	313.842.1790	acacenterdin@ameritech.net	www.acadetrait.org
Bangladeshi American Public Affairs Committee	12339 Gallagher Detroit, Michigan 48212	313.646.3134	Syedhoque95@yahoo.com	No Web site
Catholic Services of Macomb	15945 Canal Rd. Clinton Township, Michigan 48038	586.416.2300	t.redd@csmacomb.org	www.csmacomb.org
Chinese Association of Greater Detroit		248.885.3316	Lzong99@hotmail.com	www.cagd.org
Freedom House	2630 W. Lafayette Detroit, Michigan 48216	313.964.4320	ddrennan@freedomhouse.org	www.freedomhousedetroit.org
Jewish Family Services	6555 W. Maple Rd. West Bloomfield, MI 48322	248.592.2300	esaum@jfsdetroit.org	www.jfsdetroit.org
LASED	4138 W. Vernor Detroit, Michigan 48209	313.554.2025	blancaalmanza@yahoo.com	No Web site
Liberian Association of Michigan	13300 Puritan Detroit, Michigan 48227	313.397.1345	evonneweeks@yahoo.com, yokpo@hotmail.com	http://liberians-in-michigan.org/
Lutheran Social Services of Michigan (LSSM)	8131 E. Jefferson Detroit, Michigan 48214	313.823.7700 & 248.423.2790	bpin@lssm.org	www.lssm.org
Michigan Asian Indian Family Services	32401 W. 8 Mile Livonia, Michigan 48152	248.477.4985	info@maifs.org	www.maif.org
Prezens	25062 Code Rd. Southfield, Michigan 48033	313.971.5756	Dservices1@yahoo.com	No Web site
Thai American Association of Michigan	441 W. Fairmont Avenue Pontiac, Michigan	419.464.9757	Thai2michigan@aol.com	No Web site

EDUCATION CHART						
Name	Contact	GED	Credentialing	Job Training	Scholarships	Youth Programs
ACCESS - Human Services	6451 Schaefer Rd. Dearborn, Michigan 48126 sharb@accesscommunity.org www.accesscommunity.org	Yes	No	Yes	No	Yes
ACCESS - Social Services	2651 Saulino Ct. Dearborn, MI 48120 benouti@accesscommunity.org www.accesscommunity.org	Yes	No	No	No	Yes
Arab American/Chaldean Council	28551 Southfield Rd. #201 Southfield, Michigan 48076 p. 248/559.1990 radwank@myacc.org www.myacc.org	Yes	No	Yes	No	Yes
Association of Chinese Americans	32585 Concord Rd. Madison Hts., Michigan 48071 420 Peterboro Detroit, MI 48201 p. 313/842.1790 acacenterdin@ameritech.net www.acadetrot.org	No	No	Yes	No	Yes
Bharatiya Temple: SEVA Committee	3680 Adams Rd. Rochester, Michigan 48098 p. 248/879.2552 admin@bharatiya-temple.org www.bharatiya-temple.org	No	No	No	No	Yes
Catholic Services of Macomb	15945 Canal Rd. Clinton Township, MI 48038 p. 586/416.2300 t.redd@csmacomb.org www.csmacomb.org	No	No	Yes	No	No
Centro Multicultural La Familia	35 W. Huron, #500 Pontiac, Michigan 48342 p. 248/858.7800 sacosta@centromulticultural.org www.centromulticultural.org	No	No	Yes	No	No
Department of Human Services – Refugee Program	535 Grand Avenue, Suite 501 Lansing, Michigan 48909 p. 517/241.7819 horna@michigan.gov www.michigan.gov	No	Yes	Yes	No	No
Freedom House	2630 W. Lafayette Detroit, Michigan 48216 p. 313/964.4320 ddrennan@freedomhouse.org www.freedomhousedetroit.org	No	No	Yes	No	No
Guyana Association of Metropolitan Detroit	P.O. Box 901 Novi, MI 48377 586.506.3944 blairsbiz@gmail.com	No	No	No	No	Yes
International Institute of Metropolitan Detroit	111 E. Kirby Detroit, Michigan 48202 p. 313/871.8600 wojciech517@yahoo.com www.iimd.org admin@bharatiya-temple.org www.bharatiya-temple.org	No	No	No	No	Yes
Jamaican Association of Michigan	15310 W. McNichols Detroit, Michigan 48235 p. 313/720.5637 ejenkinsp@yahoo.com www.jaml.org	No	No	No	Yes	Yes

Appendix 2, continued

Name	Contact	GED	Credentialing	Job Training	Scholarships	Youth Programs
Jewish Family Services	6555 W. Maple Rd. West Bloomfield, MI 48322 p.248/592.2300 esaum@ifsdetroit.org www.jfsdetroit.org	No	No	Yes	No	No
Latino Family Services	3815 W. Fort St. Detroit, Michigan 48216 p. 313/841.7380 alihinojosa@aol.com www.latinofamilyservices.org	No	No	No	No	Yes
Lebanese American Heritage Club	4335 Maple St. Dearborn, Michigan 48126 wmahfouz@lahc.org www.lahc.org	No	No	No	Yes	Yes
Liberian Association of Michigan	13300 Puritan Detroit, Michigan 48227 313/397.1345 evonneweeks@yahoo.com, yokpo@hotmail.com http://liberians-in-michigan.org/	No	No	Yes	No	No
Lutheran Social Services of Michigan (LSSM)	8131 E. Jefferson Detroit Michigan 48214 p. 313/823.7700 & 248/423.2790 bpin@lssm.org www.lssm.org	Yes	No	Yes	No	No
Michigan Hispanic Chamber of Commerce	2835 Bagley 2nd Floor, Suite 6700 Detroit, MI 48216 313/962.8600 rlocano@mhcc.org www.mhcc.org	No	No	Yes	No	No
Nigerian Foundation of Michigan	15800 W. McNichols Detroit, Michigan 48235 p. 313/832.4730 secretary@nigerianfoundation.com www.nigerianfoundation.com	No	Yes	Yes	No	Yes
Polish American Congress	11333 Joseph Campau Hamtramck, Michigan 48212 p. 313/721.3369 polishtime@comcast.net www.pacmi.org	No	No	No	Yes	Yes
Prezens	25062 Code Rd. Southfield, Michigan 48033 p. 313/971.5756 dservices1@yahoo.com No Web site	Yes	No	No	No	Yes
Thai American Association of Michigan	441 W. Fairmont Avenue Pontiac, Michigan p. 419/464.9757 thai2michigan@aol.com	Yes	No	Yes	No	No
Urban Neighborhood Initiatives	8300 Longworth Detroit, Michigan 48209 dnordmoe@unidetroit.org www.unidetroit.org	Yes	No	No	No	No
Yemeni American Association	10415 DiYes Avenue Detroit, Michigan Daifall_a@aol.com p. 313/841.4200 No Web site	No	No	No	No	No

CULTURAL ACTIVITIES, GLOBAL CONNECTION

Name	Contact	Target Community	Location	Cultural Programming	Activities Connecting Detroit to Another Global Community
ACCESS - Social Services	Brigitte Fawaz-Anouti	Arab	2651 Saulino Court, Dearborn banouti@accesscommunity.org www.accesscommunity.org	Yes	No
African Student Association	Elizabeth Ajayi 313.247.4929	African Student	19911 Farer, Detroit asamichigan@yahoo.com	Yes	No
Arab-Chaldean Council	Radwan Khoury 248.559.1990	Middle Eastern	28551 Southfield Rd. #204, Southfield radwank@myacc.org www.myacc.org	Yes	Yes
Association of Chinese Americans	Shen Lin Chen 313.831.1790	Chinese	32585 Concord Dr., Madison Heights acacenterdir@ameritech.net www.acadetrot.org	Yes	No
Bharatiya Temple: SEVA Committee	Madan Kaura 248.879.2552	South Asian Indian	3680 Adams Rd., Rochester admin@bharatiya-temple.org www.bharatiya-temple.org	Yes	No
Centro Multicultural La Familia	Sonia Acosta 248.858.7800	Latino	35 W. Huron, Suite 500, Pontiac sacosta@centromulticultural.org centromulticultural.org	Yes	Yes
Chinese Association of Greater Detroit	Lin Zong 248.885.3316	Chinese	lzong99@hotmail.com cagd.org	Yes	Yes
FIERI Metro Detroit	Lisa Bica-Grodsky 248.217.0104	Italian	196 Cesar E. Chavez, Pontiac fierimama@aol.com	Yes	No
Guyana Association of Metro Detroit	Blair Thomopson 586.506.3944	Guyanese	P.O. Box 901, Novi blairsbiz@gmail.com	Yes	Yes
International Institute of Metropolitan Detroit	Wojciech Zolnowski 313.871.8600	All Immigrants	111 East Kirby, Detroit wojciech517@yahoo.com www.iimd.org	Yes	No
Jamaican Association of MI	Elaine Jenkins 313.720.5637	Jamaican	15310 W. McNichols, Detroit ejenkinsp@yahoo.com www.jaml.org	Yes	Yes
Lebanese American Heritage Club	Wassim Mahfouz 313.846.8480	Arab American	4335 Maple St., Dearborn wmahfouz@lahc.org www.lahc.org	Yes	No
Liberian Association of MI	Mary Evonne Weeks, Pei Boayue 313.397.1345	Liberian American	13300 Puritan, Detroit evonneweeks@yahoo.com; yokpo@hotmail.com http://liberians-in-michigan.org/	Yes	Yes
LASED	Blanca Almanza 313.554.2025	Latino	4138 W. Vernor, Detroit blancaalmanza@yahoo.com	Yes	No
Michigan Korean Weekly	Tack-Young 248.444.8844	Korean	P.O. Box 130521, Ann Arbor mkweekly@gmail.com michigankoreans.com	Yes	Yes
Philippine American Community Center of MI	Fred Porte 248.443.7037	Filipino	17356 Northland Park Court, Southfield paccm@comcast.net paccm.org	Yes	Yes
Polish American Congress	Sebastien Szczepanski 313.721.3369	Polish	11333 Joseph Campau, Hamtramck polishtimes@comcast.net; metyszka@sbeglobal.net www.pacmi.org	Yes	Yes
Prezens	Catherine Asapokhai 313.971.5756	African Immigrants	25062 Code Rd., Southfield dservices1@yahoo.com	Yes	Yes
Senegalese Association of MI	Al Housseyhoy 734.502.7007	Senegalese	P.O. Box 871046, Canton alhousseyhoy@sadm.org www.sadm.org	Yes	Yes
Thai American Association of MI	Joe Tasma 419.464.9757	Thai	441 W. Fairmont Ave., Pontiac thai2michigan@aol.com	Yes	Yes
United African Community Organization	Dr. Salewa Ola 313.272.0404, 313.574.2607	African	15800 W. McNichols, Suite 108, Detroit dna444ola@aol.com	Yes	No
Yemeni American Association	Daifalla Asoufy 313.841.4200	Arab American/ Middle Eastern	10415 Dix Ave daifall_a@aol.com	Yes	No

INDIVIDUAL TAXPAYER IDENTIFICATION NUMBER		
Name	Contact	Location
Jewish Family Services	Norm Keane 248.592.2300	6555 West Maple Road, West Bloomfield esaum@jfsdetroit.org www.jfsdetroit.org
Nigerian Foundation of Michigan	Bernard Ike Onwuemeli 313.832.4730	15800 W. McNichols #210, Detroit secretary@nigerianfoundation.com
Prezens	Catherine Asapokhai 313.971.5756	25062 Code Rd., Southfield dservices1@yahoo.com
Arab-Chaldean Council	Radwan Khoury 248.559.1990	28551 Southfield Rd., #204, Southfield radwank@myacc.org www.myacc.org
Department Human Services-Refugee Program	Al Horn 517.241.7819	535 Grand Avenue, Suite 501, Lansing horna@michigan.gov www.michigan.gov/dhs/
LASED	Blanca Almanza 313.554.2025	4138 W. Vernor, Detroit blancaalmanza@yahoo.com

REFUGEE STATUS							
Name	Contact	Location	Immigration Services	Lawyers on Staff	Housing Support	Job Assistance	Transportation Assistance
ACCESS - Social Services	Brigitte Fawaz-Anouti	2651 Saulino Court Dearborn, MI 48120 banouti@accesscommunity.org	Yes	1	Yes	No	Yes
Arab-Chaldean Council	Radwan Khoury 248.559.1990	28551 Southfield Rd. #204 Southfield radwank@myacc.org www.myacc.org	Yes	No, outsourced	Yes	Yes	Yes
Bangladeshi American Public Affairs Committee	Syed Hoque 313.646.3134	12339 Gallagher Detroit, MI 48212 syedhoque95@yahoo.com	No	No	No	Yes	No
Department of Human Services, Refugee Program	Al Horn 517.241.7819	535 Grand Ave., Suite 501 Lansing, MI 48909 horna@michigan.gov	No	No	Yes	Yes	Yes
Jewish Family Services	Norm Keane 248.592.2300	6555 West Maple Road West Bloomfield, MI 48322 esaum@jfsdetroit.org www.jfsdetroit.org	Yes	No	No	No	Yes
Michigan Immigrants Rights Project	Susan Reed 269.427.1622 (ext) 235	P.O. Box 219 Bangor, MI 49013 susanree@umich.edu http://mirp.mplp.org	Yes	1	No	No	No
Piast Institute	Dr. Thaddeus Radzilowski 313.733.4535	radzilowski@piastinstitute.org www.piastinstitute.org	Yes	No	No	No	Yes
Thai American Association of Michigan	Joe Tasma 419.464.9757	441 West Fairmont Ave. Pontiac, MI Thai2michigan@aol.com	No	No	Yes	Yes	Yes
United African Community Organization	Dr. Salewa Ola 313.272.0404 313.574.2607	15800 W. McNichols, Suite 108 Detroit, MI 48235 Dna444ola@aol.com	No	No	No	No	Yes
University of Detroit Mercy Law School, Immigration Law Center	David Koelsch 313.871.5600	111 East Kirby Detroit, MI 48202 koelscdc@udmercy.edu	Yes	1-2	No	No	No

FOREIGN LANGUAGE CLASSES			
Name	Contact	Address	Classes
ACCESS - Social Services	Brigitte Fawaz-Anouti	2651 Saulino Court, Detroit banouti@accesscommunity.org www.accesscommunity.org	Arabic (youth classes)
Association of Chinese Americans	Shen Lin Chen 313.831.1790	32585 Concord Dr., Madison Heights acacenterdir@ameritech.net www.acadetroit.org	Mandarin
Bangladeshi American Public Affairs Committee	Syed Hoque 313.646.3134	12339 Gallagher, Detroit syedhoque95@yahoo.com	Bengali
Bharatiya Temple: SEVA Committee	Madan Kaura 248.879.2552	3680 Adams Road, Rochester Road admin@bharatiya-temple.org www.bharatiya-temple.org	Sanskrit, Hindi
Freedom House	Deborah Drennan 313.964.4320	2630 W. Lafayette, Detroit ddrennan@freedomhouse.org freedomhousedetroit.org	Spanish and French
International Institute of Metropolitan Detroit	Wojciech Zolnowski 313.871.8600	111 East Kirby, Detroit wojciech517@yahoo.com www.iimd.org	Spanish, Arabic, Japanese, Chinese, German, Italian, and French
Philippine American Community Center of MI	Fred Porte 248.443.7037	17356 Northland Park Court, Southfield paccm@comcast.net paccm.org	Tagalog
Prezens	Catherine Asaphkhai 313.971.5756	25062 Code Rd., Southfield dservices1@yahoo.com	Native Language (Nigerian)

GLOBAL DETROIT
"WELCOME MAT" SURVEY OF IMMIGRANT SERVICE PROVIDERS

Organization: _____

Address: _____

Phone: _____ Web Site: _____

Contact(s): _____

Email(s): _____

PART I: ORGANIZATIONAL OVERVIEW

1. What is the mission of your organization?

2. Do you have a target community?

Do you specialize in serving a particular ethnicity, native language, country of origin, or religion?

3. How many individuals a year do you see?

4. What are the primary services you provide these immigrants and/or refugees?

Appendix 2, continued

5. How do you advertise or market your services to recruit clients?

6. What is your organization's annual budget?

7. How many staff people do you have? Are they full-time or part-time?
Do you use any paid consultants to provide immigrant services?

8. Do you work solely out of this location or do you have other physical locations?

9. Do you provide significant services to immigrants outside of an office
(e.g. regular hours at a church, community workshops, etc.)?

10. Why is this particular immigrant community located where it is instead of some other place?

11. What needs does your organization have that are not being met? What could your organization do with additional funding?
(please be specific.)

PART II: IMMIGRANT/REFUGEE SERVICES

Residency Status Issues:

1. Do you assist immigrants and/or refugees with establishing their legal residency?

- a. Do you provide that service with staff or make referrals?

- b. Do you have immigration attorneys on staff or with whom you have a formal affiliation?
(If so, what experience and/or training do they have?)

- c. Is your agency BIA accredited?

- d. How many people do you assist a month? Each year?

- e. Do you charge fees for your services?

2. Do you assist immigrants with Violence Against Women Act residency claims?

- a. If so, how many clients each month or year do you assist? What fees, if any, do you charge them?

- b. If not, do you have a place to refer them to? Are you aware of the protections afforded battered immigrants under VAWA?

Appendix 2, continued

3. Do you assist individuals with claims of refugee or asylum status?

a. Do you provide that service with staff or make referrals?

b. Do you have immigration attorneys on staff or with whom you have a formal affiliation?
(If so, what experience and/or training do they have?)

c. How many refugees and asylees do you assist a month? Each year?

d. Do you charge fees for your services, or how are you reimbursed for these services?

4. Do you assist immigrants with establishing ITINs?

a. If so, how many clients do you assist each month or year with an ITIN?

b. Do you charge for this service?

5. Do you provide citizenship classes?

Appendix 2, continued

- a. If so, please describe the basic length, nature, times and locations of these classes?

- b. How many teachers do you have for these classes? What are their trainings and backgrounds?

- c. How many people attend your citizenship classes?

- d. What is their success rate on passing the test?

6. Do you host swearing-in ceremonies?

7. Do you assist naturalized citizens with voter registration?

8. What immigration status, citizenship, ITIN, and immigrant residency status needs are not being met, and how could they best be met?

SERVICES TO ASSIST IN ADJUSTING TO AMERICAN LIFE

1. Do you offer English as a Second Language (ESL) classes?

a. If so, please describe the basic length, nature, times and locations of these classes?

b. How many teachers do you have for these classes? What are their trainings and backgrounds?

c. How many people attend your ESL classes?

d. Do your ESL classes cater to a particular native tongue (*e.g. designed for native Spanish-speakers*)?

e. Do you offer different levels of ESL (*e.g., beginner, intermediate, fluent, etc.*) and/or do you offer English language practice groups?

f. Do you offer any profession-based ESL classes (*e.g. designed for nurses, restaurant workers, engineers, etc.*)? Do you think such profession-based classes would be worthwhile or in demand?

g. What additional ESL training resources are needed in the community, and how could these programs best be provided?

Appendix 2, continued

2. Do you offer foreign language classes?

a. If so, please describe the basic length, nature, times and locations of these classes?

b. How many teachers do you have for these classes? What are their trainings and backgrounds?

c. How many people attend your foreign language classes?

d. Do you offer different levels of foreign language classes (*e.g., beginner, intermediate, fluent, etc.*) and/or do you offer foreign language practice groups?

e. Do you cater your foreign language classes to business executives?

f. What additional foreign language classes or offerings are needed in the Detroit area, and how could these services best be provided?

3. Do you offer translation services?

a. How many staff persons provide translation services, and at what level are they trained (*e.g. basic fluency, academic level, business level*)?

Appendix 2, continued

b. Do you charge for these services? If so, what are your rates?

c. What times and days do you offer these services?

d. What is the turnaround time for written translation?

e. What additional translation services does your community need? How could they best be provided?

4. Do you offer emergency and/or human services to immigrants and persons in need from a specific ethnic community?

a. Which of the following services do you provide:

- ☐ Emergency and Ongoing Food Security
- ☐ Utility Assistance
- ☐ Transportation
- ☐ Tax Preparation Services
- ☐ Assistance with Obtaining Drivers Licenses
- ☐ Counseling Services
- ☐ Domestic Violence
- ☐ Criminal Matters
- ☐ Other Emergency and Human Services

Appendix 2, continued

- b. Please describe the nature of the above services that you are providing.

- c. How many staff provide these services? What is the experience and/or training of the people providing these services?

- d. How do you pay for providing these services?

- e. How many people do you see on a weekly, monthly, and/or annual basis for these services?

- f. What additional emergency and human services does your community need? How could they best be provided?

5. Do you offer basic immigrant support services, assisting individual immigrants with the various challenges and functions of American society?

- a. How do you provide these services? How many people do you service on a weekly, monthly, and/or annual basis?

- b. How long do you provide these services for a new immigrant?

Appendix 2, continued

- c. Who are the staff people that provide these services and what experience and/or training do they possess?

- d. What do you charge or how are you funded for these services?

- e. What immigrant support services are the most difficult to provide?
Where could your organization use additional assistance?
What services do new immigrants need beyond the scope or capacity of your organization?

Making It Here

1. Does your organization provide cultural promotion programming (e.g. *ethnic festivals, arts and culture, etc.*)?

- a. Please describe the nature of the cultural promotion programs offered by the organization?

- b. Who is the principal audience for these events?

- c. How many people attend these programs?

Appendix 2, continued

- d. What other cultural promotion programming do you think the Detroit area needs and how best could that programming be provided?

2. Does your organization provide housing services?

- a. Do you provide housing placement services, such as helping to find available housing?

- b. Do you assist in tenant advocacy?

- c. Do you assist in homeownership counseling and promotion?

- d. What additional housing services are needed in your community and how could they best be provided?

3. Does your organization provide employment services?

- a. Do you assist immigrants in obtaining ITINs? If so, how many ITINs do you help obtain a year?
Do you charge for this service? If so, what are your fees?

Appendix 2, continued

- b. Do you assist immigrants in obtaining GEDs or otherwise validating their education credentials?

- c. Do you provide job training? If so, does that job training include both hard (*e.g. apprenticeship for trades, nursing classes, etc.*) and soft (*time management, substance abuse counseling, etc.*) skills? Please describe your job training program.

- d. Do you assist immigrants in finding jobs? In what fields are you most successful in placing immigrant workers? Please describe your program.

- e. Do you assist immigrants in obtaining child care and/or transportation so that they can work? If so, please describe these services.

- f. What additional employment services do members of your community need, and how can they best be provided?

4. Does your organization provide business services?

Appendix 2, continued

- a. Do you staff an ethnic chamber of commerce?
If so, please describe the programs, participation, staff, and nature of that chamber.

- b. Do you assist immigrants in starting their own business and/or growing their business?
What services do you provide immigrant business owners?

- c. What additional services are needed by immigrant entrepreneurs in your community
and how could those services best be provided?

- 5. Does your organization seek to tackle other challenges faced in America, such as education, health care, transportation, etc.?
If so, please describe efforts in this area.

- 6. Does your organization provide any religious education, promotion, connection, etc.?
If so, please describe programming in this area.

Appendix 2, continued

7. Does your organization provide any programs or services that connect the Detroit area to another global community (e.g. regular trips, host a foreign consulate, recruit foreign residents to visit, emigrate or do business with Michigan, etc.)? If so, please describe this programming.
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-

PART III: GLOBAL DETROIT

1. What do immigrant communities want or need in southeast Michigan?
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2. What would help immigrant communities stay and grow in southeast Michigan?
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3. Is there a role for local government in serving immigrant communities?
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-
4. What can nonprofits do to grow immigrant communities in southeast Michigan?
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-
-
-
-

Appendix 2, continued

5. How could your organization benefit from a coordinated “Welcome Mat” of services offered through Global Detroit?

6. What could you offer to help make a “Welcome Mat” a reality?

7. What services or programs could you offer to make southeastern Michigan more welcoming to immigrants if you were offered \$100,000? \$250,000? \$1 million?

8. What advice do you have for Global Detroit?

9. Is there anything else that we forgot to ask? Is there anything else that you would like to communicate?

Appendix 3

DEVELOPMENT OF KEY STRATEGIES FOR GLOBAL DETROIT

The Global Detroit study developed its key program strategies by researching programs across the country (and Canada), as well as those that existed within the region. Best practice visits were made to Cleveland, Philadelphia, and Pittsburgh where immigrant attraction and retention initiatives have either been under way or under discussion for some time. All told, nearly 150 one-on-one interviews were conducted to develop potential strategy ideas. Combined with research, 45 potential strategy ideas were generated and presented to an Advisory Board, consisting of 35 community leaders from the corporate, civic, governmental, nonprofit, philanthropic, and academic sectors. The Advisory Board members scored each recommendation and ten key strategies were selected.

The ten strategies include:

- 1. Create a robust Welcome Mat of immigrant services.**
- 2. Initiate a Welcoming Michigan campaign that makes the region more welcoming.**
- 3. Develop immigration and homesteading initiatives that strengthen, grow, and revitalize Detroit neighborhoods, as well as other core communities.**
- 4. Establish a Detroit Mayor's Office of Global Affairs.**
- 5. Start a foreign student retention initiative.**
- 6. Establish an EB-5 investor visa regional center.**
- 7. Work with Windsor to attract global firms whose growth is restrained by U.S. immigration restrictions on hiring skilled workers.**
- 8. Expand the Cultural Ambassadors program.**
- 9. Make Detroit a second landing destination for immigrants.**
- 10. Connect local immigrant and ethnic communities with regional leadership.**

The ten strategies are viewed as critical paths to pursuing four strategic outcomes. Those outcomes include:

- 1. Make the region welcoming to the international community and immigrants.**
- 2. Attract international investment and businesses that create jobs.**
- 3. Strengthen, grow, and revitalize neighborhoods in the city of Detroit and in the region's core communities.**
- 4. Attract and retain international talent, including international students, in the region.**

Appendix 3, continued

In short, all ten strategies comprise a comprehensive immigrant attraction and retention strategy, also known as a welcoming strategy. To be successful the initiative must:

1. Be coherent and strategic, rather than episodic and tactical. This includes sustaining the effort over some time and using all of the region's assets.
2. Appeal to current immigrant residents, prospective newcomers, and non-immigrant communities. In other words, the initiative must not disadvantage native-born residents and must be conducted and viewed as an additional tool for community growth, rather than a displacement.
3. Have broad support from among civic, political, philanthropic, corporate, and advocacy communities.
4. No matter what the tactic or program, insuring that Detroit is seen as welcoming is essential.
5. Be "institutionalized" in the sense that there is a committed, broad-based group of advocates and promoters working to sustain the effort. Such a framework must allow for the allocation of responsibilities, development of resources, continuous process improvements, and mid-course corrections in order for the effort to succeed.
6. Develop strategic measurable outcomes to guide the work so that specific programs do not become self-sustaining initiatives that in no way contribute to the ultimate goal.

The final ten strategic recommendations provide broad coverage of the ideas and initiatives of other regional welcoming initiatives. Specifically, the following chart compares the strategies of Global Detroit to recommendations of the 2002 Abell Foundation report for Baltimore, the 2004 Welcoming Center for New Pennsylvanians study for Philadelphia, Audrey Singer's 2004 Brookings Institution report, and CEO for Cities 2007 study.

IMMIGRANT RETENTION AND ATTRACTION ACTIVITIES					
Service Provided	Baltimore	CEO for Cities	Brookings Institution	Philadelphia	Global Detroit
Outreach to Existing Ethnic and Immigrant Groups/Listening Sessions	X		X (Understand Local Dynamics)		Neighborhood Revitalization Strategies
Welcoming Image and Communication Strategy	X	X	X	X	Local Communications Strategy
Encourage Dialogue between Ethnic/ Immigrant Leadership and the African-American Community				X	Welcoming Michigan Strategy
Welcome Mat: Inventor of Services (ESL, legal assistance, citizenship classes, social services, etc.)	X	X	X	X (Legal Services on Immigration Matters)	Welcome Mat Strategy
Encourage Civic Engagement		X	X	X	
Connect Immigrant Leadership with Local Leadership		X			Connect Immigrant Leadership with Local Leadership
Work with Police to Deliver Responsive Services	X	X	X		Mayor's Office of Global Affairs
Access to City Services of LEP	X		X	X	Mayor's Office of Global Affairs
Work with Schools on LEP Issues and Youth Programs	X	X	X		
Affordable Rental Housing	X	X			Neighborhood Revitalization Strategies
Homeownership Opportunities	X				Neighborhood Revitalization Strategies
Banking and Financial Services		X	X		
Second Landing Strategies	X				Second Landing Strategy
Foreign Student Retention	X				Foreign Student Retention Strategy
Job Placement	X				Welcome Mat Strategy
Employment Ladder	X		X (Workforce Support)		Welcome Mat Strategy
Capital for Small Businesses				X	Welcome Mat Strategy
Entrepreneurial Training and Assistance for Small Businesses				X	Welcome Mat Strategy
Access to Adequate Culturally Competent Public Health Services		X	X		Welcome Mat Strategy
Refugee Resettlement	X				Neighborhood Revitalization Strategies
Advocate for Comprehensive Immigration Reform to Create Welcoming Environment	X				

As noted, the final strategic initiatives were selected from a much broader list of possible programs.
The full list of those programs completes this appendix.

GLOBAL DETROIT: LIST OF POTENTIAL STRATEGIES

1. STRATEGY: Near-Shoring

DESCRIPTION: If the U.S. immigration system is broken for skilled talent, and there really are industries that either have to move overseas or cannot grow their businesses or miss economic opportunities because of the talent shortage, then Detroit could market its region by encouraging those firms to locate in the Detroit-Windsor region, utilizing much more liberal Canadian immigration laws.

EXAMPLES/MODELS: Microsoft in Vancouver

ORIGIN TO GLOBAL DETROIT: Discussions. Research of popular news coverage of the immigration issues and their impacts on U.S. business.

LOCAL ANALYSIS: Firms locating in Windsor would benefit southeastern Michigan in many ways. Some U.S. residents may commute to Windsor. Windsor firms hire Detroit firms for support and supply (e.g. law firms, accounting firms, public relations, caterers, office supply, etc.). New global firm may co-locate in Detroit and Windsor, hiring foreign born and Canadian workers in Windsor and U.S. workers in Detroit office. Might bolster downtown business district for greater access to border.

Could imagine DEGC, MEDC, or other business recruitment entity (TechTown, Automation Alley, Spark, etc.) partnering with a Canadian government or NGO entity to develop a cold-calling and recruitment program targeting firms in industries facing skilled workforce H-1B caps (e.g. calling firms that use the most H-1B visas and firms in the same industry). It also might include a public relations program advertising the unique Detroit-Windsor opportunity. This could generate additional benefits in promoting Detroit-Windsor as the preeminent binational region, which might help firms with trade, freight and logistics issues, exporting, etc.

2. STRATEGY: EB-5 Investor Visa Program

DESCRIPTION: This underutilized U.S. immigrant investor program allows permanent residency visas or green cards to foreign nationals, and their immediate families, who invest at least \$1 million in a new commercial enterprise and create 10 jobs for U.S. workers. In areas of economic distress (that get designated as a "regional center" as 60 regions have done), the investment amount is \$500,000. The visa is issued conditionally and employment results confirmed in stages over the five-year period.

The EB-5 can be pursued on an individual basis (i.e. for a particular foreign investor's business enterprise) or as a pool (where several investors' \$1 million or half million investments are part of one single enterprise). There are established intermediary corporations who run investor pools: locating numerous international investors and overseeing their investment due diligence to insure that the employment numbers are there and that the investment is sound.

EXAMPLES/MODELS: Several. Philadelphia Industrial Development Corporation's "Welcome Fund Loan Program" has placed

ORIGIN TO GLOBAL DETROIT: Research. Discussion with Philadelphia attorney Ron Klasko who has helped establish regional centers. Meeting with PIDC's Sam Rhoads to discuss the "Welcome Fund Loan Program".

LOCAL ANALYSIS: MSU appears to be applying for a regional center designation and one officially exists in Lansing. (I am not sure if these are the same ones). The regional benefits of an investor pool program are very different than for single investors. The former provides cheap investment capital, but may, as in the case of PIDC's "Welcome Fund Loan Program," attract few immigrants or additional regional economic benefits, while the latter strategy helps to attract foreign born entrepreneurs who, it is hoped, continue to contribute to the regional economy in numerous ways.

3. STRATEGY: Coordinate foreign investment/trade missions

DESCRIPTION: Currently, no fewer than nine distinct organizations (MEDC, Oakland County, Wayne County, Detroit Chamber, Automation Alley, TiE Detroit, Detroit Chinese Business Association, Michigan Israel Business Bridge, Center for Automotive Research) pursue regular missions to foreign countries to create business relations and/or recruit investment for Michigan. While often members of one entity are invited to join and do accompany other organizations' missions, there is no formal mechanism of coordination. I believe, in fact, no fewer than three distinct missions to China, as well as three separate visits to India are scheduled over the next six months. None of these are coordinated.

Coordination might have the benefit of enhancing the value of the meetings each group conducts. It can create sustained presence in areas where needed and avoid redundancy where not. It can prevent wasted efforts in areas that are not responsive or good partners.

EXAMPLES/MODELS: Other states possess stronger foreign trade office presence abroad, which can help provide some of this coordination.

ORIGIN TO GLOBAL DETROIT: Just the insight that several independent players are pursuing the same activities and goals and are only coordinating and communicating in an ad hoc manner.

LOCAL ANALYSIS: Most of the local analysis is covered in the description, except that the coordination might be as simple as creating a communications structure or utilizing existing staff at one or more organizations to assist in the coordination.

4. STRATEGY: Utilize Detroit area and university alumni abroad as international ambassadors

DESCRIPTION: Insure that trade missions have local connections and use local connections abroad to recruit foreign direct investment.

EXAMPLES/MODELS: Pennsylvania foreign alumni networks

ORIGIN TO GLOBAL DETROIT: Discussion with Pennsylvania folks who travel on foreign trade missions.

LOCAL ANALYSIS: Detroit has stronger global connections than many regions, given the global reach of its state universities and colleges, as well as its primary industry (the automotive industry). Efforts could be made with local universities and colleges to access international alumni, as well as efforts within ethnic chambers and other international organizations.

5. STRATEGY: "Soft Landing" or "International Concierge" offices

DESCRIPTION: Provide office space, support, and other "concierge"-type services to foreign investors, entrepreneurs, and firms considering doing business with southeast Michigan.

EXAMPLES/MODELS: Both Automation Alley and Tech Town offer these services.

ORIGIN TO GLOBAL DETROIT: Meetings with Global Connectors.

LOCAL ANALYSIS: Automation Alley is building space for its "international concierge" office, but could utilize additional resources to better staff its infrastructure. Tech Town opened its "soft landing" office and its entire suite of office space was quickly rented to a consortium of Mexican auto suppliers, the TechBA.

6. STRATEGY: Connect foreign investment with Foreign Trade Zones (FTZs) in southeast Michigan

DESCRIPTION: The Detroit region possesses a number of federally-designated Foreign Trade Zones (FTZs), most of which are tied to the production of a single factory or assembly plant. These FTZs might offer unique customs and tariff advantages for foreign traders and firms.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Border Study for Detroit Chamber at Ford School of Public Policy

LOCAL ANALYSIS: See above. Research would start with operators and owners of the FTZs, as well as customs brokers and others involved in international trade issues to determine what advantages these FTZs might offer. Efforts would be made to determine if there is a marketing opportunity to use FTZs to help effectuate Global Detroit's goals.

- 7. STRATEGY:** Create a minority and immigrant business alliance

DESCRIPTION: Beginning with basic dialogue and networking, monthly meetings for business entrepreneurs and leaders in these communities can help build an alliance to pursue shared programming needs, as well as policy efforts.

EXAMPLES/MODELS: Cleveland. Philadelphia.

ORIGIN TO GLOBAL DETROIT: Discussion with Global Cleveland leaders and attendance at WHY Philadelphia town hall regarding immigrant entrepreneurs in urban neighborhoods.

LOCAL ANALYSIS: A number of ethnic chambers have some broad appeal already. Attending an African Caribbean Chamber, Hispanic Business Alliance, or Michigan Hispanic Chamber meeting brings one into contact not only with business owners from that ethnicity, but others who work with that community. African-American and small business owners, as well as ethnic entrepreneurs, can benefit from technical assistance resources (e.g., information on business start-ups, licensing, marketing, legal, etc.), micro-lending and lending pools, and larger public relations and public policy issues.

An alliance needs to provide immediate value to the entrepreneur. Once a variety of entrepreneurs from different races, ethnicities, geographies, etc. share in that value, bonds are created that can help break down the barriers that exist in the region against foreign born entrepreneurs and others.

The start-up manuals on how to open a grocery store, coffee shop, or flower shop developed by the Welcoming Center for New Pennsylvanians in Philadelphia are the envy of every ethnic and business community.

- 8. STRATEGY:** Microenterprise assistance for retailers and small business owners

DESCRIPTION: Foreign born entrepreneurs play a unique role among retail in underserved neighborhoods and communities. As a whole, immigrants are much more likely to start their own business. Lending and start-up assistance for home-based businesses and small retail outlets can produce significant economic activity.

EXAMPLES/MODELS: Duquesne University Small Business Development Center

ORIGIN TO GLOBAL DETROIT: Research

LOCAL ANALYSIS: Wayne State University Law School has an urban communities clinic assisting nonprofit community groups, as well as small urban businesses. Enhancing these resources and connecting them with ethnic communities may produce significant economic growth.

- 9. STRATEGY:** Develop business training for established immigrant business owners

DESCRIPTION: While there are many business training programs, few, if any, are targeted specifically at the unique challenges faced by immigrant business owners. Enhancing these business owners' skills and knowledge could assist these already successful businesses in growing, producing more jobs, and adding more regional value.

Unique issues could include tactics and the importance of moving a business from an informal underground economy to accessing banking and credit, as well as family succession issues.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Unsure, but discussed at Wayne State University Global Connector interview in relation to Arab and Hispanic regional economic impact studies.

LOCAL ANALYSIS: Detroit is home to many successful foreign born entrepreneurs. Integrating these businesses into the mainstream economy will create new job and business opportunities for the entire region and could help these businesses expand.

- 10. STRATEGY:** Connect local chambers with high immigrant populations and business communities

DESCRIPTION: Many local chambers of commerce work in older suburban communities that are increasingly experiencing immigrant population and business growth (e.g. Madison Heights, Dearborn, etc.). Global Detroit can study what lessons these local chambers have learned, as well as assist local chambers to connect to these new American communities.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Automation Alley Global Connector interview.

LOCAL ANALYSIS: This is a creative idea that potentially unlocks some untapped opportunities. First, increasingly immigrants are seeking out suburban communities as their enclaves. Without the traditional Detroit ethnic neighborhood home, it may be more difficult to reach these new immigrant communities. Second, it is unclear whether smaller, local chambers are better equipped or ill-equipped to capitalize on these new customers and entrepreneurs.

11. STRATEGY: Conduct a second phase of Wayne State University's Arab-American and Hispanic Regional Impact Studies

DESCRIPTION: These studies do well to establish that these two specific ethnic communities make significant contributions to the local economy. A second phase would help develop a database of professionals and connect them to larger professional associations, as well as create other relationships with economic engines of these communities.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Wayne State University Global Connector interview.

LOCAL ANALYSIS: Detroit is home to one of the world's largest Arab populations outside the Middle East, as well as to a significant Hispanic population. Both populations have made significant contributions to the revitalization of disinvested urban communities (e.g., Southwest Detroit and East Dearborn). Other studies could be done for other immigrant groups. Phase Two of these studies could assist in enhancing these two ethnic communities' impact on future economic growth.

12. STRATEGY: Pursue urban neighborhood revitalization through immigrant groups

DESCRIPTION: Global Detroit could work through existing community development infrastructure to target growth of immigrant and ethnic enclaves. Simply by packaging existing redevelopment, housing, brownfield, new market, historic, and urban retail incentives and targeting immigrant community leaders, Detroit and other urban communities can help try to replicate the revitalization impact that other large central cities have achieved.

EXAMPLES/MODELS: Several. Look at community development corporations located in specific ethnic communities and neighborhoods. Minneapolis' Hmong community. Dudley Street in Boston.

ORIGIN TO GLOBAL DETROIT: Research. Global Connector interview with MSHDA.

LOCAL ANALYSIS: This strategy seeks to channel the energy from immigrant communities from suburban communities that may spread out the synergistic impacts of having a community with an identifiable ethnic presence and to accomplish urban revitalization goals.

Effort with the Dominican community in southwest Detroit suggests that more can be done to create growth, harmony, and support for potential growth opportunities.

13. STRATEGY: Commercial corridor and neighborhood immigrant entrepreneur strategy

DESCRIPTION: Survey existing commercial corridors to determine ownership. Develop business association and community development corporations (or use existing organizations). Develop business start-up manuals, retail and American customs training, English for entrepreneurs, community and police relations, and other programs.

EXAMPLES/MODELS: Chicago. Welcoming Center West in Philadelphia.

ORIGIN TO GLOBAL DETROIT: WHYY Town Hall in Philadelphia, as well as Best Practices visit to Welcoming Center West.

LOCAL ANALYSIS: Unlike other approaches mentioned (see Strategies 7-11), this approach envisions a comprehensive approach from a retail district and community perspective. Not only are business skills targeted, but specific community issues, such as conflicts between ethnic retailers and American born communities (white, Hispanic, or black), customer relations, English language skills, etc.

Such an initiative could build upon prior and existing efforts that New Detroit, the Department of Human Services and others have engaged.

14. STRATEGY: Connect foreign born students, faculty, and staff to Michigan communities and businesses

DESCRIPTION: Coordinate the connection between universities' ethnic student populations and local ethnic communities and chambers. This can lead to internship programs, as well as utilizing high impact events to showcase international students, businesses, and communities in southeast Michigan.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Research and Global Connector interview with the University of Michigan

LOCAL ANALYSIS: Michigan has the eighth largest foreign born college and university population in the nation, but often times the campus community has no relationship with its local ethnic counterpart. It is not clear what percentage of these talented foreign born students stay in the region. By better connecting these campus populations with Detroit's regional offerings, Global Detroit may create a clear path towards many of its goals.

15. STRATEGY: Attract more foreign born students and faculty

DESCRIPTION: Universities and colleges often do not have significant human resources and immigration legal resources available to foreign born students and faculty. By enhancing existing resources, developing international web site marketing, funding housing targeting international students and faculty, we can increase the presence and talent of foreign born students and faculty.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Global Connector interviews at Wayne State University and University of Michigan

LOCAL ANALYSIS: International students not only enhance talent and the global connections of the region, they can represent a significant resource to public universities that charge international rates, sometimes paid by the student's national government or some NGO in their home country.

16. STRATEGY: Create OPT internship opportunities for foreign born graduates

DESCRIPTION: Foreign born college and university graduates are able to remain in the United States up to a year after graduation to pursue Optional Practical Training (OPT). Students in certain technical fields can remain more than two years. OPTs can create motivated and skilled workers for local companies, often at low-cost. Moreover, and OPT can be the bridge for a talented foreign born entrepreneur or worker to immigrating to the region.

An OPT program would work both sides of the equation: recruiting local employers and firms who might not be aware of the program's existence and encouraging students to remain in southeast Michigan through this program.

EXAMPLES/MODELS: Cleveland Innovation Lab proposal

ORIGIN TO GLOBAL DETROIT: Best Practices research on Global Cleveland efforts

LOCAL ANALYSIS: With the eighth largest foreign born student population in the country and excellent colleges and universities, Detroit needs to do all it can to try to hang on to these graduates.

17. STRATEGY: Improve foreign student communication skills

DESCRIPTION: By offering English as a Second Language (ESL) and American business cultural classes near university campuses, Global Detroit can work to insure that foreign born talent is prepared to enter and contribute to the U.S. economy. Without skills in these areas, foreign born students are more apt to return to their home countries or look for work in American cities with larger immigrant populations.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Global Connector interviews with University of Michigan

LOCAL ANALYSIS: With the eighth largest foreign born student population in the country and excellent colleges and universities, Detroit needs to do all it can to try to hang on to these graduates.

18. STRATEGY: Assist universities in creating strategic partnerships and foreign campuses

DESCRIPTION: Increasingly American colleges and universities are enhancing their international value and prestige by creating strategic partnerships with foreign universities, including, sometimes, creating a campus abroad. These partnerships allow students easy and meaningful access to study-abroad programs and can be important to enhancing the level of scholarship and research via collaborations among faculty, as well as alternative cultures to study.

EXAMPLES/MODELS: University of Michigan Engineering program in Shanghai, Michigan State University's campus in Dubai

ORIGIN TO GLOBAL DETROIT: Global Connector interviews with University of Michigan and Wayne State University

LOCAL ANALYSIS: Michigan possesses a very strong state college and university system. Strategic partnerships and campuses abroad can produce meaningful value to the university. Global Detroit could help insure that such partnerships are struck in countries and areas that promise significant economic opportunity for southeast Michigan.

19. STRATEGY: Build an academic “Learning Community” around Global Detroit

DESCRIPTION: Universities are massive institutions. There is no current mechanism for the University of Michigan or Wayne State University to identify all of the scholarship and connection that is happening between its own students, faculty, and staff and that of another country. A “learning community” would connect students, faculty, and staff that are interested in, researching, or working around a particular topic. Global Detroit could develop a “learning community” around our region’s global connections so that students, faculty, and staff who are already connected or interested in some other global region have a means of connecting, collaborating, and working with Global Detroit.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Global Connector interview with Wayne State University

LOCAL ANALYSIS: One of Detroit’s strengths in the global economy is its universities. As noted, no large university has an easy means to identify all of the research, collaboration, and exchange it is having with another region. Global Detroit might develop tools that would enhance numerous program objectives through a “learning community” and better utilization of its outstanding colleges and universities.

20. STRATEGY: Establish foreign “Trade” missions for student recruitment

DESCRIPTION: Wayne State University attends a number of international student fairs and conferences abroad to help establish WSU’s international presence and recruit international students. Global Detroit could help these and other university efforts through helping fund additional trips and by encouraging government officials and business leaders to join these efforts.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Global Connector interview with Wayne State University

LOCAL ANALYSIS: One of Detroit’s strengths in the global economy is its universities, and we should do all we can to enhance their international prestige and to utilize them to recruit foreign talent to the region.

21. STRATEGY: Support Local University Efforts to Recruit Talented Foreign Born Students with Government Scholarships

DESCRIPTION: Wayne State University recruits talented foreign born students who pay international tuition rates, especially when their education is covered by the student’s national government or some NGO in their home country. To secure these “slots,” staff visits embassies in Washington, D.C., woos foreign consulates, and engages in other recruitment activities. Michigan public officials, business, and ethnic leaders could join these efforts both in D.C., as well as locally, to demonstrate the unity and interest of the region.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Global Connector interview with Wayne State University

LOCAL ANALYSIS: One of Detroit’s strengths in the global economy is its universities, and we should do all we can to enhance their international prestige and to utilize them to recruit foreign talent to the region.

22. STRATEGY: Develop a “Welcome Mat” of Services

DESCRIPTION: Create an inventory of existing services to immigrants, including citizenship and ESL classes, immigration and refugee/asylee legal assistance, human and social services. Global Detroit also might fund gaps within the specific services or work to develop a living network of these services.

EXAMPLES/MODELS: Welcoming Center for New Pennsylvanians (www.welcomingcenter.org) in Philadelphia and Welcoming Center for Immigrants and Internationals (www.wcii.org) in Pittsburgh.

ORIGIN TO GLOBAL DETROIT: Research and Best Practices visits

LOCAL ANALYSIS: The Global Detroit study will provide a baseline of research into the region’s existing network of services. Making the inventory accessible via the internet goes beyond the scope of the study. A website could be developed and maintained at an existing immigration services provider (ISP) such as the International Institute of Metro Detroit or the Michigan Immigrant Rights Project.

The development of a “Welcome Mat” was the foundation of launching new organizations in Philadelphia and Pittsburgh. In Philadelphia, however, the organization has grown in employment training and placement services, as well as neighborhood business development. Pittsburgh’s program is in a potential transition and may expand into focusing more on international tech worker recruitment.

23. STRATEGY: Cultural Ambassadors Program

DESCRIPTION: Through the use of “teams” centered upon specific ethnicities or nations of origin, foreign born visitors, investors, students, and immigrants are provided with resource connections (e.g. dentists, grocery stores, restaurants, media, and social activities) catering to their native culture and ethnicity. Cultural “teams” also can greet dignitaries and foreign investors. Finally, “teams” can strategize about how to expand business relations and other connections with home countries.

EXAMPLES/MODELS: Ann Arbor Spark, Team Neo in Cleveland

ORIGIN TO GLOBAL DETROIT: Best Practices visit to Cleveland, Global Connector interview with Ann Arbor Spark

LOCAL ANALYSIS: Ann Arbor Spark already has ten cultural ambassador teams established. They are functioning at various levels, as most of the effort is handled by volunteers. Global Detroit could help fund support staff to the effort, try to have each team develop strategic goals, and work to insure that it is focused on all of southeast Michigan.

24. STRATEGY: Job Training and Placement for Immigrants

DESCRIPTION: Immigrants often possess important labor skills for the regional economy, but can be underemployed due to issues inherent to their immigration. These are best characterized by the proverbial cab drivers who possess engineering, computer science, or health care training. Programs can help immigrants establish their local credentials and break down barriers between corporate needs and immigrant skills. Additional services to develop profession-based ESL classes and even revolving funds to help credential and train people could be developed.

EXAMPLES/MODELS: Welcoming Center for New Pennsylvanians

ORIGIN TO GLOBAL DETROIT: Best Practices visit to Philadelphia

LOCAL ANALYSIS: Some of the most effective regional job training and placement programs have unique connections to ethnic and immigrant communities (Ser-Metro and the Hispanic community, Jewish Vocational Services and Eastern European communities, and ACCESS and the Arab-American community). Yet, no organization targets the immigrant community with such services, and approaches the employment barriers that are unique to immigrants.

25. STRATEGY: Make Trade Missions immigration ambassadors

DESCRIPTION: Michigan trade missions could work to sell Detroit as a destination for talented, education, capitalized, entrepreneurial, and industrious foreigners. Brochures touting regional programs attractive to immigrants (such as the cultural ambassadors program, a “welcome mat”, etc.) could be developed, as well as programs to insure that trade mission participants and the missions themselves are taking advantages of opportunities to sell the region.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: This strategy could be employed with Strategy #3. The strategy would require that there be a strong base of local services, such as the cultural ambassadors or “welcome mat”, for the trade missions to sell.

26. STRATEGY: Make Detroit a “Second Landing” Destination

DESCRIPTION: Brookings Institution research suggests that increasing numbers of immigrants are making their way to the industrial heartland and skipping traditional gateways of New York, Los Angeles, San Francisco, etc. Building upon these trends, the region could have tremendous appeal to immigrant communities in high cost areas like New York and the east and west coasts. Programs could be developed to target ethnic communities in these other areas to recruit them for Detroit.

EXAMPLES/MODELS: Schenectady, New York appears to have had great success in convincing thousands of Guyanese to move from New York City to buy and rehabilitate vacant homes. Some suggest that large portions of Hamtramck’s Bengali community is from Queens rather than directly from Bangladesh.

ORIGIN TO GLOBAL DETROIT: Research

LOCAL ANALYSIS: Detroit's job market could make the sell tough, but national stories of its housing affordability market may make this exactly the type of program that will attract a new community of urban revitalization pioneers.

- 27. STRATEGY:** Develop a mentorship program between new immigrants and established foreign born business leaders

DESCRIPTION: Often new immigrants are struggling with challenges not only in their careers and businesses, but with American society. Connecting new immigrants with established business leaders from their own ethnicity or home country can help them succeed.

EXAMPLES/MODELS: American Medical Association, Pittsburgh Bar Association (although not ethnically based)

ORIGIN TO GLOBAL DETROIT: Best Practices visit to Pittsburgh with Tracy Certo

LOCAL ANALYSIS: Detroit has a number of established ethnic entrepreneurs. Existing organizations may already exist, or such a program may create exactly the push that established leaders need to get involved, as well as the access for which newer immigrants have longed.

- 28. STRATEGY:** Develop a "Temp Agency" of foreign born talent for Michigan start-up firms

DESCRIPTION: Start-up firms often need a variety of labor talents and skills, but lack the capital to pay for full-time assistance in areas of expertise. Foreign born talent often needs a foot in the door. Developing a "temp agency" of entrepreneurial and tech talent from foreign born can help Detroit compete in the new economy.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Best Practices visit to Pittsburgh with Harold Miller

LOCAL ANALYSIS: This might be a project that overlaps between the New Economy Initiative's entrepreneurship area and Global Detroit. It has parallels to the "soft landing" concept, but instead of focusing on firms, it focuses on human capital.

- 29. STRATEGY:** Target recruitment strategies for immigrants

DESCRIPTION: A broad recruitment strategy of Detroit being open to immigrants will have far less impact than one that strategically targets those who might come to Detroit, especially if given specific reasons. Such strategies might include focusing on foreign nationals from countries that have priority in processing H-1B visas, recruiting visa lottery winners, educating local immigration judges on Detroit's needs, as well as engaging in niche marketing to foreign university students or other populations who already have a connection with Detroit.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: Detroit can benefit from all forms of population growth, but the region is suffering from structural economic changes in the auto and manufacturing industries, as well as national image problems. This seeks to overcome those challenges to work to attract immigrants who are most likely to come to Detroit.

- 30. STRATEGY:** Develop pre-K through 12 education initiatives for immigrant families

DESCRIPTION: Cultural and language education can filter up from children to their parents. Immigrant families are often strongly devoted to their children as the focus of their time and resource investments, seeing their immigration as a means of providing their children with opportunity. Easy events, such as monthly storytelling, can help build cultural bonds and language skills.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: The primary benefit of such strategies is that they help acculturate ethnic communities that are isolated. It is unclear to what extent Detroit's ethnic immigrant communities are isolated. The suburbanized pattern of their location may contribute to isolation and it might help them acculturate faster.

31. STRATEGY: Provide sector-specific ESL classes

DESCRIPTION: Teaching English as a Second Language (ESL) in a manner that seeks to build specific career language skills for areas of labor need, such as healthcare or computer science, can help accelerate and ease the process of integrating skilled workers into the economy.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: Michigan reportedly has a shortage of healthcare workers; and while there are many foreign born workers trained to work in these fields, language skills can be a problem. This strategy also can be coordinated with efforts to focus on employment training and placement (Strategy #24), as well as preparing talented foreign born university students to stay and enter the local economy rather than return home (Strategy #17).

32. STRATEGY: Recruit foreign born workers in fields with labor shortages

DESCRIPTION: Target immigration efforts abroad at professionals who could work in areas of expertise where Michigan is short-handed. This could include web marketing and/or attending international professional conferences.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: Michigan labor shortages tend to be smaller given the current economic situation.

33. STRATEGY: Recruit foreign born high school students

DESCRIPTION: Exchange student programs have existed for decades, but in an increasingly global economy, the connections made by such programs can be more valuable than ever. Some foreign elites, such as the Chinese, see an American high school experience as providing language skills and connections that can help advance careers and families, and, thus, are willing to sacrifice to provide their children with such an opportunity.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Global Connector interview with Stanley Zhou, American Ally Automotive Products and Greg Handel, Detroit Regional Chamber

LOCAL ANALYSIS: A team of local enthusiasts, led by Stanley Zhou, seems to be emerging to bring Chinese high school students to southeast Michigan. The team includes former Michigan Superintendent Tom Watkins, as well as Novi, Northville, and Oakland County Schools staff.

34. STRATEGY: Market the region in uniquely international ways as a tourism destination

DESCRIPTION: “Medical tourism” and tourism catering to specific areas of the world may make southeast Michigan particularly attractive to certain global “tourists.” Pure Michigan campaigns are great for Americans and those familiar with travel in the U.S., but the region may be missing other customers. Finally, these “tourists” can lead to other important global connections.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Global Connector interview with Wayne State University

LOCAL ANALYSIS: Southeast Michigan is home to international-caliber medical facilities in an array of hospitals and institutions that can easily serve the growing field of medical tourism. Its mild summers are a real draw for those from much hotter climates (e.g., the Middle East, parts of Africa and Asia). With a large Arabic-speaking population, fresh water, and regional assets (such as professional sports team, symphony, opera, the Henry Ford, etc), southeast Michigan could fill its new hotel rooms for much more than conventions.

35. STRATEGY: Pursue a local communications and marketing strategy

DESCRIPTION: To make the region welcoming, Global Detroit can work to insure that foreign born residents and tourists, as well as local ethnic communities, have access to government services and information. Translating airport and key road signage into other languages can make a positive statement.

Developing a broad communications and public relations strategy within the region, that targets locals, as well as the foreign born, may be even more important towards long-term goals. Such a campaign should raise awareness on the vast number, diversity, and significant contributions that local immigrant communities make.

EXAMPLES/MODELS: Halifax

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: Historically, Detroit is a city of immigrants. While the number of foreign born declined in the late 20th century, we still have significant international roots and connections. There is much to build upon here; and creating a local ethos that embraces global connection and contribution to the region, instead of one that blames our economic struggles on others, can be transformational to our future.

36. STRATEGY: Fund arts and culture as part of a robust “Welcome Mat”

DESCRIPTION: Global connections are often best established through the celebration and exposure of the arts and culture of many ethnic and immigrant groups in America. By insuring that ethnic festivals, plays, music, theater, dance, art, food, and other forms of culture are supported, accessible, and widespread, Global Detroit can help insure that the region is welcoming and international.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: There already exists an entire philanthropic, corporate, and government structure of supports for arts and culture. Global Detroit could seek to influence this structure to insure that it supports an internationalized region. Furthermore, some of the most important activities under this strategy might include local festivals or events that draw large numbers, but that might not be a priority of the current funding structures.

37. STRATEGY: Develop a Greater Detroit Consular Corps

DESCRIPTION: Detroit is home to a number of foreign consul generals, as well as other local residents designated by their home countries as ceremonial contacts in the region. Efforts could be made to coordinate these officials, develop mutual programming, and establish relationships that will support the objectives of Global Detroit.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: Mexico, Japan, and Canada maintain full-time Consul General offices. Other countries have locally-designated persons or a Midwestern consul who includes Detroit in their region.

38. STRATEGY: Better utilize “Sister City” relationships

DESCRIPTION: Simply by reaching out to the numerous “Sister Cities” that southeast Michigan municipalities have established, the region would be wonderfully connected on a global basis. Developing a list of all the nations to which the region has a “Sister City” could help foreign trade missions and other important economic activities.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: Detroit is the “Sister City” of Torino, Italy, headquarters to Fiat. A thriving “Sister City” relationship could support the economic challenges that Fiat and Chrysler will have. Moreover, the lessons Torino learned and its pathway to recovery (thriving aerospace, host of Winter Olympics, new urban investments, etc.) could help Detroit. Sister City International, the international facilitating organization for “Sister City” relationships may have ideas on how to capitalize on these relationships.

39. STRATEGY: Develop a “Global Detroit” or Multicultural Affairs Office within the City of Detroit Government

DESCRIPTION: A “Global Detroit” or Multicultural Affairs Office within the City of Detroit government could be used to attract foreign direct investment, engage in trade missions, promote art and cultural celebrations, improve relations with existing ethnic communities, improve Consul and Sister City relationships, and insure that City services are accessible by ethnic communities where English is not the primary language.

EXAMPLES/MODELS: Many. Philadelphia

ORIGIN TO GLOBAL DETROIT: Best Practices visit to Philadelphia

LOCAL ANALYSIS: Detroit has had a very limited coordinated approach, if any, to its numerous ethnic communities. This office would provide a high profile voice of support for Global Detroit’s objectives and create a clear contact to address issues that arise. It also would empower a specific person or body within City government to identify opportunities for the City within the Global Detroit agenda.

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- 40. STRATEGY:** Connect ethnic and foreign born community leaders with local governmental, nonprofit, and civic leadership

DESCRIPTION: Local immigrant populations often feel isolated and ignored. Something as simple as a visit from an elected official or attendance at a local event from a business or community leader who is not from their ethnic community can do wonders. Insuring that the leaders of these communities have access to governmental, nonprofit, and private sector leadership within the region will insure that the ethnic community flourishes.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: A simple fifteen minute visit to the Governor's Advisory Council on Asian Pacific American Affairs provided this reaction from one participant:

[T]hank you for taking the time to come to our meeting today. I hope we'll be able to give you more time next time you come. I couldn't wait to check out the Welcoming Center website. I cannot describe to you how it felt to visit the website. I've been living in Michigan since 1975. My life in Michigan has been wonderful in so many ways but I've always felt that everything was an uphill battle. I've never felt that there was a welcome mat laid out for me as I did visiting the website. What an incredible feeling to be wanted and sought after by the leaders of a region in strategic ways!

When a state becomes known to be friendly and welcoming to immigrants, the words will spread fast. They'll tell their friends and family members, who in turn will invite their friends and others to join them.

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- 41. STRATEGY:** Create a coalition of international organizations

DESCRIPTION: Connecting the existing framework of organizations that support immigration, international and ethnic business development, and ethnic communities would create a truly international Detroit. Collectively, this organization or Global Detroit could develop a world trade center (to better coordinate exporters, importers, customs brokers, law firms, and others), welcome center (a physical location for a "welcome mat"), international concierge, etc.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: This strategy suggests a loose confederation between various organizations that could support elements of the Global Detroit strategy. It raises questions of implementation of Global Detroit objectives, as well as redundancy and/or efficiency.

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- 42. STRATEGY:** Lower dropout rates of immigrant communities

DESCRIPTION: Local immigrant communities often face significant dropout rates and can have lower matriculation rates to college. Targeting these communities to help instill college attendance and graduation expectations can help these communities enhance their contribution to the regional economy and value to the region. Specific youth programs can be targeted to raise educational attainment levels within these communities.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Global Connector interview with Wayne State University

LOCAL ANALYSIS: The need for programs attacking immigrant dropout rates was highlighted by the Arab-American and Hispanic regional economic impact studies conducted by Wayne State University. Clearly, educational attainment varies greatly among various immigrant communities in Michigan and there are some clear opportunities to attack high dropout rates within specific ethnic communities.

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- 43. STRATEGY:** Assist local businesses with foreign markets

DESCRIPTION: Market research, foreign trade missions, and education on customs and international trade rules and regulations can assist local businesses to export. While U.S. government programs already exist to assist them, additional resources and local delivery of these and other programs can enhance their effectiveness.

EXAMPLES/MODELS: Unknown

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: Automation Alley and the U.S. Commerce Department already have some programming in this arena. Others who might assist Global Detroit would include members of the Detroit Customs Brokers Association.

44. STRATEGY: Expand the number of State of Michigan foreign trade offices abroad

DESCRIPTION: A number of states have foreign trade offices established throughout the world, especially in nations that are large export markets and/or opportunities for foreign direct investment. These foreign trade offices help businesses in the U.S. connect with customers abroad, as well as help navigate local trade laws and customs.

EXAMPLES/MODELS: Numerous other states. Pennsylvania.

ORIGIN TO GLOBAL DETROIT: Unknown

LOCAL ANALYSIS: Automation Alley commissioned a Plante and Moran study to look at foreign trade offices in Shanghai, Toronto, Mexico City, Central Europe and India. At one time, Michigan had several foreign trade offices, but most have been eliminated. It is believed one or two still exist.

45. STRATEGY: Think “Big 10” model

DESCRIPTION: Borrowed from the “Think Swiss” campaign, the Big 10 region could market its international business, economic, education, cultural, and tourism offerings to other global regions. The “Think Swiss” campaign revolves around hosting a high profile event in the U.S. (or other global) regions and bringing in leading Swiss companies, dignitaries, etc., while highlighting Swiss technology, companies, banks, markets, etc.

EXAMPLES/MODELS: Think Swiss campaign

ORIGIN TO GLOBAL DETROIT: Global Connector interview with University of Michigan

LOCAL ANALYSIS: The Big 10 research universities are unparalleled in research size and diversity and have a functioning governing network. The Midwest and Great Lakes region serve as the nation’s “Vital Center”, to quote one expert, and could be coordinated through the Great Lakes chambers. Or this strategy could be altered to “Think Michigan” or “Think Detroit”.

Appendix 4

PUBLIC POLICY REFORMS

No discussion of American immigration would be complete without mentioning public policy. Simply put, U.S. immigration laws are broken. They are hurting national prosperity and economic growth. There are few informed persons who do not agree that some form of comprehensive immigration reform is needed.

The Global Detroit study encountered several of these breakdowns during its research. The ideas expressed in this Appendix are solely those expressed to the study's author during the study (as opposed to the opinions expressed to the author during the six years he served in the Michigan House of Representatives). These are not included as the author's personal views, but merely as a means of reiterating what was expressed to the author during the nearly 150 one-on-one interviews.

Public policy issues that interviewees felt needed reform include:

1. Skilled worker (H-1B) visas – As noted in the nearshoring section, the U.S. is forcing multinational firms to locate abroad because of its restrictive policies capping H-1B visas at 65,000 per annum. The process is expensive and administratively burdensome, as a one- or two-day window was all that was available for applications each year and even those two days were six months before the visa could start. The evidence that this has hurt job growth in skilled industries (and the lost jobs that would likely accompany such jobs) is overwhelming.

America must increase or eliminate the skilled worker cap. In fact, a number of the study's interviewees expressed support for the policy proposal of the Great Lakes Chambers of Commerce to create a new skilled worker visa targeted at struggling industrial cities.

Ann Arbor Spark's Cultural Ambassadors has developed a white paper suggesting that those possessing post-secondary degrees, or post-secondary degrees in the technical fields, including medicine, be exempted from the H-1B cap, as well as authorizing spouses of H-1B recipients to work. The proposal also calls for an automatic extension after the initial H-1B period expires.

2. Processing of immigration visas – Immigration service providers interviewed as part of the Welcome Mat survey, as well as private immigration attorneys all expressed frustration that those with family reunification claims and permanent residency claims could wait five, seven, or even more years to get a hearing with the Bureau of Immigration Affairs, even if the applicant had a strong legitimate claim. These delays correspond with the applicant's country of origin and the quota for that country. Either the country quota needs to be eliminated so that wait times are equal between all applicants and/or comprehensive immigration reform must put an end to these senseless delays.
3. EB-5 changes – The Cultural Ambassadors white paper advocates that the financial requirements of the program be decreased temporarily. Others explained frustrations of foreign investors who could meet the threshold invest level and create the requisite jobs, but could not or did not desire to demonstrate the requisite management and control issues, but preferred to be passive investors.
4. Foreign student retention – The Cultural Ambassadors white paper suggests that OPT periods be extended. Most of the research around international higher education students suggest as Thomas Friedman and James Fallows do that America must provide more opportunities for international students to stay, work, and reside in the U.S. These students represent the world's most valuable commodity; and many desire to stay and contribute to U.S. prosperity, but we simply do not allow them.
5. New visa categories for entrepreneurs – The Cultural Ambassadors white paper suggests a new immigration status be granted for those assisting in company turnarounds. Others suggest that entrepreneurs willing to invest in startups or tech startups, particularly international students, should be allowed to have residency status.